Raleigh

NA3 11:623/7

TOWN OF GARNER

Review and Appraisal of the Town's Overall Organization and Management Structure, Management Decision-Making Process and Procedures, and the Town's Growth and Development Functions Including The Use of Citizen Boards and Commissions

Prepared For:

Mayor and Board of Aldermen

JUL 2 0 1981

Prepared By:

The North Carolina League of Municipalities Local Government Center West Lane and North Dawson Streets P.O. Box 3069 Raleigh, North Carolina 27602

January, 1981



The preparation of this report was financed in part through a Comprehensive Planning Grant from the U.S. Department of Housing and Urban Development identified as Contract No. CPA-NC-04-00-1029.



| BIBLIOGRAPHIC DATA 1. Repc b. 2. | 3. Recipient's Accession No. | |
|--|---|--|
| 4. Title and Subtitle | 5. Report Date | |
| Organization & Management Study for Town of Garner: Review and Appraisal of the Town O & M structure and management | May 1981 | |
| Decision making process and procedures | 6. | |
| 7. Author(s) | 8. Performing Organization Rept. | |
| 9. Performing Organization Name and Address | 10. Project/Task/Work Unit No. | |
| N. C. Department of Natural Resources & Community Development - | | |
| Division of Community Assistance P. O. Box 27687 | 11. Contract/Grant No. CPA-NC-04-00-1029 | |
| Raleigh, NC 27611 | CF A-NC-04-00-1029 | |
| 12. Sponsoring Organization Name and Address | 13. Type of Report & Period Covered | |
| Department of Housing & Urban Development | Final FY 1980/81 | |
| 451 Seventh Street SW Washington, DC 20410 | 14. | |
| Mashington, DC 20410 | | |
| 15. Supplementary Notes | N. peuceste. Ju | |
| 16. Abstracts | | |
| This Organization & Management study has been prepared to serve as the basis for review, and analysis of and change to the policy, making public participation and administrative functions of the Town of Garner. | | |
| , and the same of darrier. | MANUAL POTOMACE | |
| The Company of the Co | | |
| | | |
| The second second is the second of the second secon | | |
| CALLE AND NORTHWEST EXPORTERS FOR LINEWAY INSERTE | | |
| | | |
| Control of the Control of Section (Section 18 and 1 | | |
| 17. Key Words and Document Analysis. 17a. Descriptors | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| The state of the s | | |
| 17b. Identifiers Open-Ended Terms | | |
| | | |
| Garner, NC Organization & Management Study | | |
| Garner, NC | | |
| Garner, NC Organization & Management Study 17c. COSATI Field Group 18. Availability Statement 19. Security C | | |
| Garner, NC Organization & Management Study 17c. COSATI Field Group 18. Availability Statement Town Clerk, Town of Garner 19. Security C. Report) UNCLA | SSIFIED 120 | |
| Garner, NC Organization & Management Study 17c. COSATI Field Group 18. Availability Statement Town Clerk, Town of Garner Garner, NC 27529 19. Security Clerk, Report) UNCLA 20. Security Clerk, Page | SSIFIED 120 | |

INTRODUCTION

The primary purpose of the 701 study effort is to review and appraise the Town's operating departments which most closely relate to the ability of the Town to properly plan, program, and monitor the orderly growth and development of Garner, including an evaluation of the citizen participation mechanisms utilized in providing citizen input into the Town's growth and development process. In addition, this study examines and presents recommendations for improving the Town's overall organization and management structure, including the management decision-making (policy making) process and procedures. With an improved decision-making process and procedure, including a more effective overall governmental organization and management structure for improved service delivery, the capability of the Town to properly manage its growth and development and to improve the quality of life for its citizens will be significantly strengthened.

This study is organized to include the following work study elements:

- ° Overall Structure and Organization
- Management Practices and Procedures
- ° Community Development Functions

Each work element is organized into two (2) parts, Part I, Current Situation, reviews and appraises the current operating structure, functions and responsibilities, methods and procedures (where appropriate), and allocation of manpower and equipment.

Digitized by the Internet Archive in 2017 with funding from State Library of North Carolina

Particular problems and needs as related to each of these areas of operation are delineated including a presentation of related cost-benefit factors, as may be appropriate. Part II, Recommendations and Alternatives For Improvement, presents particular (specific) recommendations and/or appropriate alternatives for improvement.

NORTH CAROLINA LEAGUE OF MUNICIPALITIES -

puriseals mouse, and neal of related to cach at these stoked of messells and the selection of related and messells and the selections of related and the selections of the selections of the selections and the selections and the selections appropriate attached the selections of the s

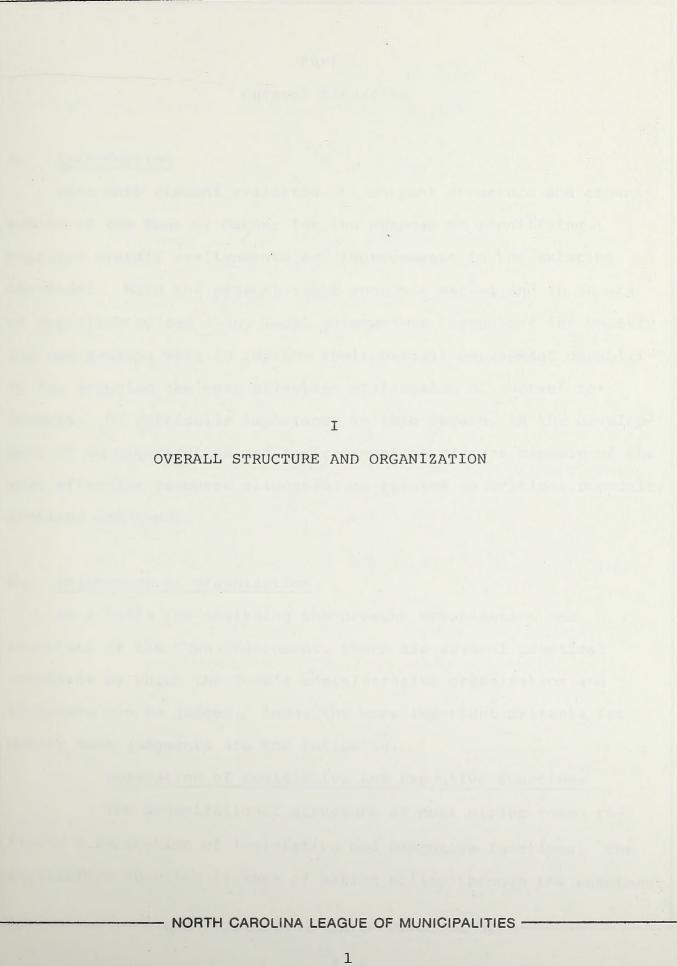
TABLE OF CONTENTS

| | $rac{1}{2}$ | Page |
|-----|---|--|
| I | OVERALL STRUCTURE AND ORGANIZATION Part I Current Situation A. Introduction B. Principles of Organization 1. Separation of Legislative and Executive Functions 2. Executive Direction and Accountability 3. Precise Lines of Command 4. Functional Grouping of Activities 5. Administrative and Public Accountability C. Present Organization 1. Policy Leadership 2. Single Executive D. Administrative Organization 1. Grouping of Related Activities 2. Fiscal Activities 3. Support Service's 4. Line Functions 5. Community Development Functions 6. Boards and Committees E. Administrative Accountability Part II Recommendations For Improvement | 4 |
| II | MANAGEMENT PRACTICES AND PROCEDURES Part I Current Situation A. Introduction B. Decision Making Process 1. Needs Assessment 2. Policy Planning 3. Program Planning and Management 4. Program Performance Evaluation Part II Recommendations For Improvement A. Establishing the "Management By Objectives System" For Garner B. Management Policies and Procedures | 29 30 30 30 34 35 37 38 38 52 |
| III | COMMUNITY DEVELOPMENT FUNCTIONS Part I Current Situation A. Introduction 1. Planning 2. Engineering 3. Code Enforcement 4. Library Board of Trustees 5. Parks and Recreation Committee | 57 58 58 58 73 80 93 |

- NORTH CAROLINA LEAGUE OF MUNICIPALITIES -

TABLE OF CONTENTS (Cont.)

| | Page |
|---|------|
| Part II Recommendations For Improvement | 97 |
| A. Introduction | 97 |
| 1. Structural Recommendations | 97 |
| a. Combine Community Development | |
| Functions | 97 |
| b. Operational Recommendations | 100 |
| c. Staffing Changes | 101 |



MOTTAGENAN SERVICEMENT AND OBCANTANTION

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

Part I

Current Situation

A. Introduction

This work element evaluates the current structure and organization of the Town of Garner for the purpose of identifying possible overall realignments and improvements in the existing structure. With the present tight economic market and in an era of spiraling prices, many local governments throughout the country are now seeking ways to improve their overall management capability for assuring the most effective utilization of current resources. Of particular importance in this regard, is the development of an organization and decision-making process capable of the most effective resource allocation as related to critical community problems and needs.

B. Principles of Organization

As a basis for analyzing the present organization and structure of the Town government, there are several practical standards by which the Town's administrative organization and structure can be judged. Among the more important criteria for making such judgments are the following:

1. Separation of Legislative and Executive Functions

The organizational structure of most cities today reflects a separation of legislative and executive functions. The legislative function is that of making policy through the enactment

POLICE STREET

GOLDSON TO THE

This work element evaluates the ourrent structure and organization of the Term of Carner for the purpose of identifying potential overall religious and improvements in the existing religious, with the present tight economic sarket and in an eta or epitelius prices, many local covernments incompant the country are now easing easy to improve their overall sanagement rapability for awanting the most effective utilization of current for requires. Of marklowlar importance in this regard, is the davelopment of an organization and dediction-making process capable of the most effective requires allocation as related to critical community

pasterior or the form quintument, there are several practical and translated by did to the nounts administrative organization and structure or the fourth translation and structure or the following the following.

The organizational arructure of most sizing today for states a superstant of lentalative and arrestly a functions. The legality incides to enactment

HORTH CARDLINA LEAGUE OF IAUNICIPALITIES

of ordinances, resolutions, rules and regulations. The executive function is to administer and supervise programs and operations designed to implement policies. Policy formulation is the responsibility of the governing body. Execution of policy is the responsibility of the chief executive, who may be elected as in the case of a mayor or appointed as in the case of a city (or town) manager.

This separation of legislative and executive responsibilities is analogous to the private enterprise corporate structure in which a board of directors determines policy, and the chief executive officer, usually the president or the plant manager, carries out the policies established by the Board.

The vesting of both legislative and executive functions in the governing body is a carry-over practice from pre-World War II, and even earlier when local government was not as complex as it is today. During that period elected officials had more time for concentrated attention to the details of local government. To-day however, the sheer volume of perfunctory business that would come before a governing body would preclude it from giving enough time and attention to the broad policy issues facing the community.

The intermingling of the legislative and executive functions normally leads to a lack of administrative accountability as well as a general diffusion of authority and responsibility throughout the various units and agencies of the organization. In such instances, there is often buckpassing, inability to pin-point specific responsibility, involvement in operational details, and lack of unity within the structure, all of which cause delay in the resolution of matters and impedes administration by appointed

of ordinalous, resolutions, make and regulations, The executive function is to adminisher and adpresses ordinals and operations designed to implement polycina. Tolloy formulation is the responsibility of the question of polycy is the rosponsibility of the chief executive, who may be elected as in the responsibility of ampointed as in the case of a casy (or town) manager, of a major or appointed as in the case of a casy (or town) manager, of a major or appointed as in the case of a casy (or town) manager, or appoint of legicalities and executive responsibility.

Iteles is mealegale to ele private defective desperate structure in which a bound of disperent determines policy, and the chief executive of the plant manager, courtes out the plant manager,

In the quarties body is a carry-over practice from pre-World Warin the quarties which local quietiment was not as complex as
it is today, outling that gorid discred officials had more time
for emcentrated attention to the details of local government. Today dowevers the choose wolume of perfunctory business that would
come bodyers and preside it from giving enough
time and offendion to the orday and finished at from giving enough
time and offendion to the orday and finished at acting the community.

functions normally lasts to a last of administrative accompanility
as well as a general diffusion of authority and responsibility
birduction the various units and accomise of the organization. In
such instances, there as often unit; and unablity to pin-point
specific responsibility, involvement in operational details, and
lack of unity within the structure, all of which cause delay in the

officials.

2. Executive Direction and Accountability

There should be only one top executive within the organizational structure. He should be responsible to the legislative body for the efficient and effective administration and operation of the various departments, units and agencies of the municipality. The use of committees for the purpose of administration has not proven effective. For purposes of management, boards and commissions usually turn out to be failures. As an administrative mechanism, they are inevitably slow, cumbersome, wasteful, and ineffective and do not lend themselves readily to cooperation with other agencies of the government. Almost without exception, the well-managed administrative units of local government are headed by a single executive. This precept involves the principles of "unity of command" and "unity of direction". The more completely an individual has a reporting relationship to a single superior, the less the problem of conflict in instructions and the greater the feeling of personal responsibility for results.

3. Precise Lines of Command

The more clear the line of authority from the top to the bottom of the organization, the more effective will be responsible decision-making and communication. Each group of related activities should be the responsibility of a qualified official, who is in turn directly responsible to the chief executive officer of the municipality. The best known type of formal organization is a "scalar" or hierarchical structure. Coordination is achieved

-NORTH CAROLINA LEAGUE OF MUNICIPALITIES -

Will to Chumbol hor not read a superior

There should be only one top cascutive within the organic solitons will will be about to the legislative body for the military and separation and operation of the verious destructed and standards of the municipality of the verious destructed with and squades of the municipality proven effective. For purpose of management, posted and compact for the purpose of management, posted and compact for the lasticities. As an administrative meaning that the be intilutes. As an administrative management with the compactive and to the quantum standard of the quantum of the quantum of the quantum of the quantum of the principles of the single should show the principles of the single should should show the principles of the single should should be single superior.

In ordinary one as the problem of contilet in heatstactions and the greater the leasting of contilet in heatstactions and the greater the leasting of contilet in heatstactions and the greater the leasting of contilet in heatstactions and the greater the leasting of contilet in heatstactions and the greater the leasting of contilet in heatstactions and the greater the leasting of contilet in heatstactions and the greater the leasting of contilet in heatstactions and the greater the leasting of contilet in heatstactions and the greater the leasting of contilet in heatstactions and the greater

busined to genul as been

The more glast the authority from the top to the sets the decision and communication. Such group of related activities that the the responsibility of a qualified official, who is in turn directly responsible to the chief executive official, who is in municipality assponsible to the chief executive officer of the municipality of the bear known type of formal organization is a wenterpality of hierarchical actions. Coordination is achieved

through the subordination of its parts to central authority. By contrast, a "lateral" or horizontal organization depends upon mutual agreement and consent to achieve coordination. Its members must bargain and compete with each other. Such a system of organization lacks its own formal means of preventing friction, strife and disruptive action.

The organization must be a consciously coordinated, cooperative system. It is a group of persons, some or all of whose activities must be coordinated. As a system, the organization will be held together by some common purpose, by the willingness of certain people to contribute to the operation of the organization or by the ability of such people to communicate with each other. There is however, a limit to the number of persons and/or activities that one supervisor can effectively manage. The exact number, however, will vary according to the nature of activities involved in each particular circumstance and/or the individual's particular abilities.

The authority delegated to a manager or to the department head should be sufficiently adequate to enable him to accomplish the results expected of him. Channels of communication must be definitely known. This can only be accomplished by fixing and publicizing the authority of both positions and persons. Objective authority also requires a definite, formal channel of communication to every member of the organization. Everyone must have a definite, formal relationship of subordination to someone else in the organization. The lines of communication should be as direct and short as possible. The competence of persons serving as communication

encount the succedination of the parts to control authority, By
contrast a "lateral" or noticontal ordenization depends apput
mutual agreement and comment to achieve mounters
must be being and comment with each other. Such a system of orquiriarian lacks has own formal means of preventing friction.

operative system. It is a group of osmoons are at all of whome artivities must be considered. As a system, the organization will be helf together by some common purpose, by the willingness of assettin people to considered to the operation of the organization of up the analytic of such people to communicate with each other.

There is however, a limit to the number of persons and/or activities the operation can effectively manage. The exact number, however, will very according to the maters of activities involved in a contraction to the maters of activities involved in the critical or of contractions and/or the table of activities and according to the maters of activities involved in the critical or of the contraction of the state of activities and or the contraction.

The routing expected of him. Channels of communication must be designed to routing expected of him. Channels of communication must be designed to him the can only be accomplished by fixing and publicating the authority of both positions and persons. Objective extensity also required a definite, formal channel of communication to every memory of the expenientian. Everyons must have a definite, formal relationable of superiors to susceed also in the organization. The times of communication should be at direct and short extens. The competence of persons serving as communication as possible. The competence of persons serving as communication

centers, i.e., supervisory heads, must be adequate.

4. Functional Grouping of Activities

This involves the principle of division of work. With a given system of tasks or activities required to obtain goals, the more the organization accurately reflects a classification of these tasks and assists in their coordination through creating a system of interrelated roles, the more effective and efficient the organization will be. Activities should be organized into as few functional units as possible in order to achieve an uncomplicated administrative and operational structure. Clearly defining the exact role of a position or a department will facilitate the contribution of employees toward the organization's goal.

In assigning the functions to groups of people, the first principle is homogeneity. The classification of activities may center on the similarity of four basic factors. These are: the purposes the functions serve, the processes that they utilize, the persons or things that they deal with, and finally, the place where they are performed.

In addition, consideration must be given to the delineation of "line" and "staff" functions. Line and staff functions may be best distinguished in terms of whether or not they represent the specific delivery of a service or are supportive of the direct delivery of services. Purchasing, for example, is a support function. Street construction and maintenance or garbage collection are line functions in that they represent services being delivered.

denters, t.s., emerylant tends, mut because

coldivised to eniquery tengineer.

quent system of tanks or activities required to obtain quals, the core to ordanisation activities required to obtain quals, the core to ordanisation activities required to essettication of these takes and assists in their moral mation through creating a system of talescripted toles, the mate affective and efficient the ordanisation will be. Activities should be organised into as few linesting and continues as achieve as uncomplicated administrative and contactive and contactive at a contactive and contactive or achieve as uncomplicated the minimum and contactive or department will facilities the con-

In testing of the functions to recope or people; the first principle to head of the first principle to head the first principle to he the state of the state of the bould factors. These ares the purposes the testions serve, the traceades that they did the place persons of things that they did to the state place.

IN AUGITION, consideration what he given to the Acithedwise of the augital functions may
be pest distinctions in terms of whether are not they functions may
specific delivery of a service of ore supportive of the direct delivery of services and maintenance or carbage collection
street or service and maintenance or carbage collection
lynericus in the task represent services being delivered
lynericus in the task represent services being delivered.

5. Administrative and Public Accountability

This principle focuses upon the authority-level concept. The maintenance of authority delegation requires that decisions within the authority competence of the individual, supervisor or department head be made by him and not referred upward in the organizational structure. Authority, therefore, should be commensurate with responsibility at every level of supervision, and all supervisors should be held strictly accountable to the next higher level for the results of their activities or operations. It is not enough to hold department heads accountable for certain activities, but it is also essential to delegate to them necessary authority to discharge their assigned responsibilities. The person who is charged with exercising authority should have absolute responsibilities within the defined terms of the authority delegated. In short, at all levels, authority and responsibility should be coterminous and co-equal.

C. Present Organization

The following sections evaluate the Town's present administrative organization and structure. The various principles of organization just reviewed will be applied in this evaluation.

1. Policy Leadership

The legislative and executive functions of the Town of Garner are separate responsibilities. Policy leadership is exercised by the Mayor and Board of Aldermen. Administrative direction is exercised by the Town Manager. The Mayor and Board of Aldermen are responsible for the formulation of policy through the enactment

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

Willied annoyal activity and surregistations,

This principle incomes and authority indeption remains that recisions within the numberity computance of the individual, supervisor of department head be made by him and not deferred upward in the city department bead be made by him and not deferred upward in the city denisational attentional attentions introduced the second of apparations, and all supervisors should be being accountable to the next higher supervisors should be held asciptly accountable to the next higher level for the complete of shelr socialities or operations. It is not enough to hole department heads accountable for certain activities, but it is also enough to delegate to them necessary authority to discrement with exercising sucherity should have absolute responsibilities with exercising sucherity should have absolute responsibilities with a levels, sucherity should he coterminous at all levels, sucherity should be coterminous.

notablinario Diesere

The daylowing continue and structure. The various principles of organi-

POLICE DESIGNATION OF

The legislative and executive innertens of the Pown of Garner are emphrate responsibilities. Bollow leadership is exerted of the Mayor and Board of Aldermen. Administrative direction is exercised by the Mayor and Manager. The Mayor and Spard of Aldermen are responsible for the Formulation of policy through the enarthment

of laws, ordinances and administrative regulations. They do not exercise administrative direction and control over the Town's various departments, units and agencies. The Board of Aldermen appoints two (2) Town officers, the Town Manager, and the Town Attorney.

It should be pointed out here that the Town of Garner operates under the Council-Manager form of government, which is one (1) of two (2) forms of government open to the Town under State statutes (Article 5, Part 4 of Chapter 160A). Under the Council-Manager form of government, the legislative (policy making) functions are vested in the Board of Aldermen and the administrative functions are the responsibility of the Town Manager.

The Board of Aldermen basically and generally operates as a single unit in its determination of policy or by providing policy direction. Two (2) basic schools of thought exist with regard to this matter. One school of thought subscribes to the concept of organizing the Board into various standing committees (such as Finance, Public Safety, Public Services, and the like) for the purpose of providing Board liaison in the development of administrative details and matters. The other school of thought subscribes to the concept that the Manager should be solely responsible for the development of administrative recommendations void of potential "interference" from representatives of the governing body. In actual practice, North Carolina cities and towns follow a mixed system, i.e., many municipalities operate under the "standing" committee concept while many others do not. There are advantages and disadvantages for both systems. The primary disadvantage to

of the continue and administration and control over the Town's arrived as and control over the Town's vertices input the Roard of Aldermen vertices for the Roard of Aldermen and administration of the Town Managar, and the Town.

Thought be conciled not note that the how of Garner

Conciled and conciled and coverage for of coverage to which is

Colored to two of the conciled and the administrative

The pasts of Aldermen basically and generally operates as a single ont in its content on the providing policy of principal on its marker. One school of thought subscribes to the concept of creatising the board one vertoes attained the tikel to the concept of the anishing the board one vertoes, and the likel for the finance, built markey, bublic Services, and the likel for the purrose or president describes in the development of administrative details and markeys. The other school of thought subscribes to the concept that the Manager should be colely responsible for the concept that the Manager should be colely responsible for the concept that the Manager should be colely responsible for the concept of maintenance of maintenance of maintenance of maintenance of maintenance of maintenance of the governing tody. In account predicts, North Carol and cities and towns tollow a mixed experience the "manager and the maintenance of the primary disadvantage to one that a primary disadvantage to

the standing committee concept is that legislative members can potentially become "entrenched" in administrative matters weakening the administrative authority and competence of the Manager.

In Garner, the Board members are assigned to administrative committees only on a "special purpose" basis.

In brief, the Board of Aldermen has confined itself to its appropriate legislative role of passing or amending policies initiated by itself or by the professional staff and then exercising over-sight and control over the Town's administration to assure effective implementation of its policies.

2. Single Executive

As indicated in the introduction, there should be only one top executive within the organizational structure and he should be responsible for the efficient and effective administration and operation of the various departments, units and agencies of the Town. Under the present structure of the Town government, the Town Manager is the single appointed executive. Article IV, Section 4.2 of the Garner Town Charter states:

"The Board of Aldermen shall appoint a Town Manager who shall be the administrative head of Town government, and who shall be responsible to the Board for the proper administration of the affairs of the Town. The Town Manager shall hold office at the pleasure of the Board of Aldermen, and shall receive such compensation as the Board shall determine. In exercising his duties as chief administrator, the Manager shall:

A. Appoint and suspend or remove all Town officers and employees not elected by the people, except the Town Attorney and those whose appointment or removal is otherwise provided for by law, in accordance with such general personnel rules, regulations, policies or ordinances as the Board may adopt.

the standard committee sentence is that legislative members can
potentially naceum "entrended" in designs; stire actters weakenr
ing the administrative miches of and computence of the Manager.

In camer, the Board sentence are assumed to administrative commit-

In httel the Beard of Alderman has confirmed itself to

tes appropriate Seniglation to passing or amending posteres

intelaced by itself or by the professional staff and then exercise

ing over-sight and control over the Town's administration to easure

orfective implementation at its policies

Charles and Algebra

As indicated in the the there should be only on the temperature within the editional structure and he should be entropy of the editional structure and he should be entropy of the editional the edition and operation of the the the particular of the Town developes of the feet, under the particular of the Town developed to the structure of the Town developed to the Secretor than the structure executive: Acticle IV, Secretor

The sent of the part of the same of the standard of the same of th

Appoint and suspend of remove all Town officers and except the security the removal and except the removal rewership to the supplier of removal is extended for by low, in accordance with such ceneral personnel rules, requietions, policies or distinguished accordance as the world may adopt.

- B. Report to the Board of Aldermen each appointment or removal of an officer or employer at the next board meeting following such appointment or removal.
- C. Direct and supervise the administration of all departments, offices, and agencies of the Town, subject to the general direction and control of the Board, except as otherwise provided by law.
- D. Attend all meetings of the Board, unless excused therefrom, and recommend any measures that he deems expedient.
- E. Prepare and submit the annual budget and capital program to the Board.
- F. Keep the Board fully advised as to the financial condition of the Town and annually submit to the Board, and make available to the public, a complete report on the finances and administrative activities of the Town at the end of the fiscal year.
- G. Make any other reports that the Board may require concerning the operation of the Town departments, offices and agencies subject to his direction and control.
- H. Perform any other duties that may be required or authorized by the Board, or as required by law."

This type of single executive organization is designed to provide unity of administration and pin-point responsibility for action. It provides a clearly defined role between the legislative and executive branches.

D. Administrative Organization

The present administrative organization and structure of the Town of Garner is divided into seven (7) primary departments, not including various boards and committees, branch library director, attorney and auditor (See Figure 1). The organization can be described as basically a modified-flat or lateral type of structure (See Figure 2). While the present organizational structure cannot be described as "extremely" broad, it can be considered to be at or

report to the posts of Alderson each appointment or removal of no officer or camployer at the death house meeting following cuch appointment or removal.

Direct and supervine the administration of all deportments, offices, and agencies of the Town, subject to the question and control of the Science, except as otherwise provided by law.

o. Attend all sertings of the Board, unless excused trees that be deems expendent.

Insigns one deposed Lemma the capture one capture and capture.

resp the board fully advised as to the Insuclat condition of the Town and abnually submit to the Board and make available to the public, a complete report on the finances and administrative activities of the Town it the sub of the flaust year.

e. Nake any other reports that the Board may require comparing the operation of the fown departments, offices and departments, offices.

To becluper any order chair may be required or

The provide interpretation and pin-point responsibility for action. It provides a clearly defined role between the lagislative

Roldstanning avisariantanta

Town of Harner in divided fire seven (7) primary departments, not including various boards and committees, brunch library director, attourney and suditus (See Figure 1). The organization can be described as basically a modified-flat or letern) type of structure that present organizations are structure to described as "extremely" broad, it can be considered to be described as "extremely" broad, it can be considered to be at one

above the upper limits whereby many positions at the same hierarchical level report directly to the manager. This type of organization may be contrasted with a tall or vertical (functional) structure in which coordination is achieved through subordination of its units to central authority and direction.

NORTH CAROLINA LEAGUE OF MUNICIPALITIES .

The sime upper limits whereby many continues at the same nierarchical level report directly to the manager. This type of
organization may be contracted with a tall or vertical (functional)
produce in which considerable is achieved through subordination
of the unite to contract actionary and direction.

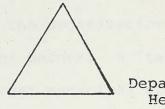
FIGURE 2

Town Manager

Department
Heads

"Flat" Structure

Town Manager



Department Heads

"Tall" Structure

There are advantages and disadvantages to both types of organizational structures. The flat or lateral structure is concerned with the principle of "span of management." The flatter the organization, the more activities and/or persons for which the top administrator must be directly responsible. The optimum span of control depends upon the proportion of administrative time that can be spent on direct supervision as opposed to the time that must be spent on operational planning and control, general planning, and public relations. It is also subject to the individual managerial style of the executive and the total aggregate size and diversity of the operation.

A primary argument in favor of the flat or lateral structure is that employees are more motivated to produce if they enjoy the fullest possible degree of autonomy in their work. This necessarily implies a degree of freedom from supervision and consequently a wide span of supervision that is found in a flat structure. A further advantage of a flat structure is that both the speed and accuracy of vertical communications should be enhanced. Since information

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

A Contractor

TENEROS EWST

Temperation of the

Joenst Lugall Showled

Department Teads

STREET STERROCKUTE

SINCOLLER "SELT"

There are advantages not discovantages to both types of creaminational structure, The flat or lateral structure is concerned with the principle of "appn of management." Whe flatter the organization, the more activities and/or persons for walch the top administrator must be directly responsible. The column appn of control depands upon the proportion of administrative time that can be spant on direct supervision as opposed to the time that can be spant on operational planning and control, for the time that and public relational planning and control, control planning and public relational that and the total aggregated while planning and the total aggregate state with diversity of the operation.

n policies are some of the flat or lateral structure to red use they enjoy the fullest possible dayses of autonomy in their work. This necessarily implies a dayree of freedom from supervision and consequently a wide span of supervision that in Council is a flat structure. A further advantage of a flat structure is that inth the speed and accuracy of vertical communications should be enhanced. Since information

does not have to filter through as many administrative levels before it reaches its desired or intended destination.

The "flat" structure is typical of the organization utilized in most council-manager towns the size of Garner. A "tall" or vertical structure is often found in larger municipal operations.

As indicated earlier, the problem of "span of management" or "span of control" becomes important in a flat structure. How many people can the executive have reporting to him and effectively accomplish the duties and responsibilities of his position? It has been suggested by management theorists that the "higher-up" in the organization a manager goes, the fewer the people who should report directly to him; a maximum of five to seven seems to be the limit if other executive duties are to be satisfactorily accomplished.

It would appear, based upon this management concept, that the organizational structure in Garner is at or just above what is considered to be a reasonable span of management control. There may be some justification, therefore, in considering some functional reorganization or departmental consolidation (assuming that it would be needed and practical to do so) in order to reduce the number of positions reporting to the Town Manager. It must be kept in mind that the Town Manager has numerous reporting relationships (some of which are shown in Figure 1) outside the direct departmental command relationship.

1. Grouping Related Activities

Related activities and functions should be grouped together. They may be grouped according to the purposes they serve, the processes that they utilize, the things that they deal with, or NORTH CAROLINA LEAGUE OF MUNICIPALITIES

does not have to filter through as many ministrative levels between it reaches its desired or intended destination.

The "flat" arructure is exploit of the organization utilised to must council-manager towns the size of Jarner. A "tall" or vertical arructure is often found in larger municipal operations. As indirected critise, the problem of "epan of management" or "noun of control" becomes important in a flat atructure. How many paralle can the security be have reporting to him and effectively accomplish the duties and responsibilities of his position? It has been nongeneral by management, theorists that the "higher-up" in the critical and manager yoes, the fewer the people who should report directly to him; a maximum of flye to seven seems to be the limit of these are to be satisfactorily accomplished.

ordenishment of the statement is at or just above what is considered to be a teastrable aban of management control. These may be a see justification, therefore, in considering some functional in autgentistion of legarineral consolidation (Assuming that it would be maded and practical to do so) in order to reduce the number of positions raporting to the lown Hanager. It must be kept the side that the Toyo Manager has numerous reporting relationships (some of which are shown in Finure 1) outside the direct departs

Grounding Palaced Activities

begudan ad hipota apolioned bus reldivites basalan

cogether. They may be grouped according to the nurposts they serve

according to the place where they are performed. Municipal services are generally more related to the purposes they serve and the processes that they utilize. Line (service delivery) and staff (support) activities should be distinguished.

Generally (with some exceptions), Garner is structurally organized so that related functions and activities are combined into single (integrated) departments, i.e., the public works department with its functions of park maintenance, sanitation, streets, street drainage, maintenance, and utilities, and the finance department which includes accounting, revenue collections, data processing, purchasing and utility billing. Some functions which are divided in many municipalities are combined into a single functional department in Garner. An excellent illustration is the public works operations, and specifically the utilities function. Many municipalities place the water and sewer maintenance and construction functions in a separate utility department. The proper grouping of related activities as in the case of the utilities functions offers potential cost savings in overhead and manpower utilization. It saves the Town the expense of having to provide separate office and facility locations for such functions were they not combined. It also allows for more effective utilization of manpower and equipment through better scheduling and control as well as cross-utilization and maximizing the use of skilled personnel.

2. Fiscal Activities

The Town's various fiscal activities are combined into one (1) operating department, the finance department. This department exercises total supervision over the Town's financial func-

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

ercording to the place where they are optioned. Manielpal set wides now quarterly more related to the purposes they serve and the processes that they utilize, him (service delivery) and staff thromores) setty it is should be distinguished.

- Pirosi Activitue

The Town's various fiscal activities are combined into one (1) operating department, the flurnes department. This department mane exercises total supervision over the Town's financial fund-

This office is responsible for the disbursement of funds and for the receipt and collection of monies due the Town. Town's central purchasing and warehousing operation (which is being installed at the present time) will be conducted through the finance department. All accounting functions are performed in this department. Data processing is a function of the finance depart-The Town's present computer hardware is currently being converted to a more efficient system. The department is also responsible for the treasury function with respect to control and investment of Town monies. This department is presently responsible for customer services connected with utility services - establishing customer accounts, billing customer accounts, collecting utility bills and coordinating (only) meter reader services. Customer services including the coordination of meter reading services are proposed to be shifted to the utility division of the public works department. This function will not be shifted to utilities until the new computer system becomes operational.

3. Support Services

Certain activities of the Town may be classified as central service or support type functions. This classification is used since these activities represent general support functions for the entire government and are supportive of line operating functions. Such functions (in Garner) would include data processing, personnel administration, building maintenance, equipment maintenance, printing and duplication, and purchasing and warehousing.

In larger municipalities many of these support functions are organized into one (1) operating department called "central

-NORTH CAROLINA LEAGUE OF MUNICIPALITIES -

BODIETE SETTION

Cortain antivilles of the Town may be classified to control extra to this classifiestion is used the circulates of appearing the control expect functions for the entire powernment and are supportive of line operating functions. Such insections in dermet) would include date processing, parconnel administration, building maintenance, equipment maintenance outcome, printing and deployment and new parenousing.

An larger municipalities many of these support functions

services" or support services. It is not suggested that such services be combined into one (1) support department for Garner. It is felt that this type operation would not be economical (since additional personnel and overhead costs would be required) nor is it needed at the present time in Garner.

Personnel administration is presently being performed by the Town Clerk; data processing and purchasing and warehousing are the responsibility of the finance department; equipment maintenance is the responsibility of the public works department; and building maintenance is presently under the Assistant Town Manager (primarily for Town Hall and the new public works complex).

Data processing and purchasing and warehousing are finance related and can be performed effectively in the finance department. Personnel administration cannot be performed effectively combined with the Town Clerk functions. One (1) person cannot perform both functions, particularly with the need to improve and expand the level of personnel services. Garner has reached the century mark (100 + employees) and a more professional level of personnel services needs to be provided. The Assistant Town Manager should not be required to personally supervise the building maintenance function (building maintenance mechanic). This detracts from the "best" use of his time and presently time is simply not available to properly supervise this position. Equipment maintenance should continue to be performed in the public works department.

4. Line Operating Functions

The present organizational structure of the Town includes

NORTH CAROLINA LEAGUE OF MUNICIPALITIES .

services or support services. It is not suggested that such services be considered into one (1) support department for Carnut, It is felt that this type uptrailed would not be economical (since additional parameters) and avaided orate would be required) not is it needed at the present time in Derhote.

Partoonal south account is presently being performed by
the flows counts, dails proceeding and purchasing and warehousing are
able temporary lies of the limited department; equipment maintenance
as the responsibility of the public works department; and building
well-tenance is presently under the Assistant Town Manager (primary
ly for Town Nail and the new public works complex).

Data proceeding and purchasing and warehousing are 13names relaxed and can be performed effectively in the itaance department. Texecomel wistwistention cannot be performed effectively

combined with the the town that immerions. One ()) percon cannot per
torm both inactions, particularly with the need to improve and est
pend the level of personnel services. (Marner has reached the

century mark (180 - amployees) and a more professional level of

personnel services needs to be provided. The Assistant Town

personnel services needs to be provided. The Assistant Town

Atheres about not be required to personally supervise the building

maintenance thought on the time and presently time is simply not

from the foothers to be gerformed in the public works depart
available to properly supervise this position. Equipment mainte
available to properly supervise the position. Equipment mainte
available to properly supervise the position. Equipment mainte-

Line Operation, Sunctions

The present organizational structure of the Youn includes

three (3) "line" operating departments; the police, public works and parks and recreation department. These "line" departments are all headed by a department director reporting directly to the Town Manager. Presently, the Town contracts with the City of Raleigh for the provision of sewerage treatment services and with a volunteer fire group for the provision of fire services. Both arrangements are "cost effective" for the Town and should be continued. Fire services in the future will (in all probability) need to be provided by the Town, however, the present service arrangement is very satisfactory for the Town. There are no established criterion to determine when this should be done (in terms of size and make-up of the Town). Garner is a "bedroom" community of Raleigh (void of a major business or industrial area) and should be able to continue this arrangement for the next foreseeable future. The determining factor will be the extent to which a "volunteer" arrangement can continue to provide satisfactory services. Roswell, Georgia, which is a bedroom community of Atlanta, Georgia (and similar in make-up to Garner) presently operates with a volunteer fire arrangement. This is a city of 25,000 population.

The library system which serves Garner is a modified Wake County Branch. The Town provides the library building facilities, maintenance of the facility and salaries of the library personnel. Wake County provides the technical supervision, policies
and procedures for the operation of the Library, and provides for
the library books and book technical services (ordering, cataloging,
etc.). In other Wake County branch libraries, the municipalities
provide for the salaries of library personnel, however, the library

The library system which sorves Garner is a modified Wake Cowity Branch. The Town provides the library heilding faciliLiter, maintenance of the facility and saleries of the library personnel. Wate County provides the inchnical supervision, policies
and provides for who operation of the Library, and provides for
the library books and book technical services (ordering, osteloging
etc.). In other Wake County provon libraries, the municipalities
provide for the saleries of library personnel, however, the library

staff is part of the Wake County system. This arrangement, while apparently satisfactory at the present time, should be modified along the lines (generally) suggested by the recent library management study conducted by the County.

5. Community Development Functions

Under the present organization and structure, the Town of Garner has the responsibility for the performance of various activities which relate to its overall physical growth and development. These functions include engineering, planning and zoning, zoning enforcement, and code enforcement. Presently, engineering and planning are established as one (1) operating department and jointly use the secretarial position assigned as well as the engineering aide positions. In most municipalities these two (2) functions are generally organized as separate departments, each with its own operating staff. The present arrangement and system in Garner is considered excellent and is considerably more costeffective over what is done in the typical municipality. Code enforcement (inspections and zoning enforcement) is established as a separate department.

The Town's community development functions are extremely critical to the continued growth and development and the overall viability of the Town. Garner, along with entire Wake County area, is one of the fastest growing regions (if not the fastest growing) in North Carolina and the Southeast. Garner's actual growth rate was approximately 10% per year or 100% between 1970-1980, and is projected to double again by 1990. The estimated population of Garner for the year 2000 is also expected to double over 1990. The

-NORTH CAROLINA LEAGUE OF MUNICIPALITIES -

stall is part of the Jaks County Lyange. This arrangement, while apparently satisfactory at the present time, should be modified along the lines (generally) suggested by the cannot library management study conducted by the County.

5. Communicy Development Functions

of German has the present proposition and according to the performance of various activities which relate to its overall physical growth and development. These tunctions include angineering, planning and suming, conferencement, and code enforcement. Presently, sugineering and primitive and established as one (1) operating department and cointly use the secretarial position assigned as well as the englishment, and continue are generally organised as separate departments, each with the one operating staff. The present arrangement and system in considered as considered and system in considered exceptive over what is done in the typical municipality. Code on forcement integrotions and somice which is established as a separate describe described d

The Town's community development functions are extremely critical to the continued growth and development and the overall viability of the vown. Gards, along with entire water County area is one of the Eastest growing regions (if not the Eastest growing) in North Caroline and the Southeast. Garder's actual growth rate was approximately 10% per year or 10% between 1970-1980, and is projected to double again by 1980. The estimated population of Carner for the year 2000 is also expected to double over 1980. The

typical municipal growth rate in North Carolina is 2-3% per year. With a growth rate of 2-3% per year, the community development functions are not nearly so critical as they are with consistent growth rates of 10% per year and above. All three (3) functions are closely interrelated, particularly the functions of planning, zoning, and zoning enforcement. Presently, the coordination between planning and engineering, and the code enforcement functions is not as effective as it should be. The combining and integrating of these three (3) functions into one (1) functional department appears to be an excellent opportunity for the Town. Other potential economies of operation (in addition to what is presently done in planning and engineering) with regard to the utilization of staffing could also be achieved.

6. Boards and Committees

The Town utilizes five (5) boards and committees, primarily in an advisory capacity, as related to the provision of certain direct services or in the administration and control of various community development activities, as follows: the Library Board of Trustees, which makes recommendations with regard to the provision of library services; the Parks and Recreation Committee, which advises on matters of a recreation and parks nature; the Board of Adjustment, which has final authority in the granting of variances and special use permits; the Housing Appeals Board, which hears appeals of the Chief Code Official with respect to the administration of the minimum housing code; and the Planning Board, which makes recommendations to the Board of Aldermen with regard to various development functions (site plan review, subdivision review,

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

Expect municipal month case as must be community newelopment functions are not nearly as critical as they are with consistent functions are not nearly as critical as they are with consistent growth rites of 10% per year and above. All three (3) functions are closely interrelated, matricularly the functions of planning, and sening enforcement, Presently, the coordination between planning and engineering, and the code enforcement functions to not as effective as it whould be. The combining and integrating of these three (3) functions into one (1) functional department appears to us as excellent represently for the Year. Other potential economies of operation (in addition to what is presently done staffing could also be achieved.

predictions of County Chara

merically its an advisory onputity, as related to the provision of curtain direct services or in the administration and control of votions community development antivities, as follows: the bibrary votions control of votions control of votions control of votions with regard to the provision of library services, the Parks and Regrestion Committee, provision of library services, the Parks and Regrestion Committee, which advises on matters of a representation and carks nature; the search of adjustment, which has final authority in the granting of votions and spents of the instance of the shade spent to the alminated of the minimum mension odes of the flamming sound, which is recommendations to the Board of Aldermon with regard to various development functions (site plan coview, subdivision review, subdivision review.

rezoning applications). The Library Board of Trustees, Parks and Recreation Committee and Planning Board are advisory in nature; they make recommendations with regard to their particular areas of involvement. The Board of Adjustment and Housing Appeals Boards both render final rulings; such rulings, of course, may be appealed to the courts.

The above named boards and committees are commonly used in municipal government. The Town of Garner is fortunate in not having entrusted boards and committees with extensive operational or administrative authority. There is significant precedence in local government, however, for extensive utilization of boards, committees, and authorities for the provision of particular types of local government functions. Such use, however, tends to complicate the local government structure by adding additional and overlapping layers of governmental authority. Such entities tend to remove local governmental operations from the control of the electorate.

Although the various boards and committees in Garner are properly utilized, several recommendations will be made to strengthen and improve their use.

E. Administrative Accountability

Administrative and public accountability should be fully realized within the present organization and structure of the Town. It is easy to pin-point administrative accountability. The Town Manager reports to the Board of Aldermen, department heads report to the Town Manager and division heads report to the respective de-

resoning applications) The Library Board of Trustees, Parks and Recreation Committees and Planning Board are advisory in nature; they make recommendations with require to their particular areas of involvement, the House of Adjustment and Housing Appeals Boards both render Linal rulings such to Course, of course, may be appealed to the course.

The above named boards and committees are commonly used in municipal povernment. The Town of Garner is fortunate in not having engrusted negros and committees with extensive operational or administrative authority. There is significant precedence in local nowaccommons, however, for extensive utilization of hoards, or ional sovernment functions. Our ene provision of particular types of local sovernment functions. Ours use, however, cends to complicate the local sovernment authority, adding additional and overnment layers of novernmental authority. Such entitled tend to

Although the Various bourds and committees in Chiler are properly officed, recommendations will be made to suranyther and improve their use

Manial server and a viscoure and likely

Administrative and papers organization and structure of the Town to amy to planepoint administrative accountability, The Town Manager reports to the Board of Aldermen, department needs report to the Town Hanager and division heads report to the Town Hanager and division heads report to the rown Hanager and division heads report to the respective de-

partment head. The Town Manager has the authority to appoint and remove department heads and department heads have the authority to recommend, through the Town Manager, the appointment and removal of their subordinates.

This organizational arrangement tends to centralize executive authority and direction. Decisions that fall within the authority competence of an individual department head or supervisor may be made by him instead of being referred upward in the organization. This approach prohibits an intermingling of legislative and executive responsibilities. Legislative officials determine policy; administrative officers execute the determined policy.

Summary

Structural organization is one of the most important factors in determining whether a government will have an effective and efficient operation or a poor one. A properly designed organization facilitates responsible government, encourages effective management and minimizes wasted effort and resources. In addition, proper organization tends to encourage participation by the voters, attract more capable men to public service and help them to operate more effectively after taking office. Capable and honest men can produce good government with a poor organizational framework, but the chances of success are materially reduced. Likewise, persons not so qualified can produce poor government within a good structure, but they cannot avoid the responsibility for failing to do a good job.

parement need, who when Mannaght has the suchestry to appoint and remove laparement head and department bends have the authority to recommend, through the Tour Managht, the Appointment and removal of their subordinares.

This organizations arrangement cends to deniralize excently anthority and direction. Secietoms that fall within the authority compatence of an individual department had or supervisor may be hade by him invest at being referred opward in the organization. This soproses promible as intermingling of legislative and exerutive responsibilities. Indistants officials determine policy:

TARRINGE E

According whether a government will have an effective and affective and affective and affective operation or a poor one. A excourages effective control facilitates responsible government, encourages effective management and minimizes weeled offers and resources. In addition, proper organization tends to encourage participation by the voters, except more capable man to public actvice and help them to operate more affectively after taking office. Capable and help them to operate produce good government with a poor organizational framework, but the changes of success are materially reduced. Liberise, persons not so qualified can produce good government with a poor organizational framework, but the changes of success are materially reduced. Liberise, persons not so qualified can produce good government within a good structor, but they cannot avoid the responsibility for calling to do

The current overall organizational structure of the Town of Garner is actually designed much better than is normally found in municipalities of comparable size. The legislative body is responsible for establishing policy with centralized executive leadership vested in the Town Manager. Departmental operations are generally established and consolidated along functional lines.

The primary deficiencies in the Town's present overall organization and management structure relate to the need for combining and integrating the community development functions and the need to strengthen the Town's staff support services, personnel administration, budgeting, and performance evaluation. These recommendations will be dealt with in subsequent work elements of this study. In addition (and of a less critical nature), the building maintenance function should be shifted to a more appropriate location where effective control and supervision can be provided.

The strengthening and realignment of the Town's organization and management will also reduce the Town Manager's span of management control to more manageable porportions. The present span of control is considered to be above the "upper" manageable limits, particular when the voluminous number of other direct relationships are considered.

The current overall organizational structure of the Town of Gurner is accountly designed much better than is normally found in municipalities of comparable size. Whe levislative body is responsible for establishing policy with contralised executive leader slip veried in the Town Hanager. Departmental operations are generally established and consolidated along functional lines.

organization and management structure relate to the need for combining and integrating the community development functions and the need to structure the Town's staff support services, personnel administration, budgeting, and performance evaluation. These recommendations will be dealt with in subsequent work elements of this study in addition (and of a less critical nature), the building maintenance function should be shifted to a more appro-

The Directionsing and reallynament of the Town's organization and manager a span of manager and manager as a span of control is considered to be shown the "apper" managerable limits, organization the voluminary number of other direct relationships

Part II

Recommendations For Improvement

This section presents a general discussion and analysis of the recommended overall organizational structure of the Town of Garner. Figure 1, presents the present organizational structure, and Figure 3 presents the recommended structure.

Figure 1 shows that seven (7) departments and offices report directly to the Town Manager, not including the Assistant Town Manager, various boards and committees, attorney, branch librarian, and other reporting relationships. Presently, the Utilities Superintendent and Planning Administrator functionally report to the Town Manager. These two (2) positions organizationally report to the Public Works Director and Town Engineer respectively. The operating departments or offices are shown as follows:

- o Town Clerk's Office
- Parks and Recreation
- o Finance
- ° Police
- Public Works
- ° Engineering (and Planning)
- ° Code Enforcement

Two (2) major weaknesses exist with regard to the present functional and organizational structure of the Town, as follows:

1. Need For Realignment of Various Staff Functions

Various staff functions now handled by the Assistant

17 7 20 17

Regimmend ablume For Improvement

This section presents a general discussion and snalysis of
the recommended overall organizations; structure of the Town of
Garner. Figure 1, presents the present organizational structure,
and Figure 1 presents the testomanded structure.

Figure 1 shows that never (1) departments and offices report directly to the rown Manager, not including the Assistant Town Manager, various boards and committees, attorney, branch librarian, and other reporting relationships, presently, the Utilities Superintendent and Flanning Administrator Innotionally report to the Town Manager. These two (2) positions organizationally report to the Fiblic Works Director and Town Engineer respectively. The

Your Clerk's Office

Parks and Rectedition

COURSE OF THE

apider

Posite Mothe

Engineering (and Flanning)

Soda Aniorcanust

Two (I) major weeknesses sits with require to the present two time as follows:

Instalvan ent ye beinnet won amolious lines abolicy

Town Manager should be shifted as follows: The property and casualty insurance responsibility should be shifted to the finance department; the specifications responsibility should be placed in the purchasing office; and the capital improvements program should be organized as a part of the proposed new Administration component of the Town Manager's office (see Figure 3).

The Town Clerk's office is presently overloaded. Consequently, some functions now being performed, primarily personnel administration and some clerk functions (indexing of minutes), are not being performed at the level and degree of professionalism that they should. It is recommended that the personnel function be transferred to the proposed new administration component of the Town Manager's office (see Figure 3). It is also recommended that the various fringe benefit services be transferred to the finance department (Group Health, Life, Workmen's Compensation and Retirement).

2. Combining and Integration of the Town's Community Development Functions

The Town's Community development functions (as indicated earlier) are presently organized into two (2) separate departments, Engineering and Code Enforcement. It is recommended that these very critical growth and development functions be combined into one (1) operating department. With the continued growth of Garner (projected at 200% over the next 20 years), this reorganization should significantly enhance the coordination and control of these growth and development oriented functions.

Figure 3 presents the proposed changes in the Town's

Trees to the parameters of the chiftent so tellows: The property and continues consists the should be should be placed in the parameters the continues the parameters and the casistal appropriate property about the property of the property

The form Cloth's diffice to presently overloaded, Consequently, come runcions new heing performed, primatily personnel
administration and ones clark functions (indexing of minutes), and
not being performed at the level and degree of professionalism that
they should it is a processed that the personnel function be
tronsferred to the dechard new administration oraponent of the
from Hensder's office (tee Figure 3). It is also recommended that
the various fries benefit services he transformed to the finance
department strong health, tife, Workwen's Compensation and Betire-

Companies and Integration of the Team's Community Develop

The Town's Community development functions (as indicated antitle) of presently organized into two (3) repairts deportments; for the present of the community deportments of the continued of the

Figure 3 presents the proposed changes in the Town's

overall functional organization and structure as mentioned above.

The proposed new operating component (Assistant Town Manager for Administration) of the Town Manager's office is recommended to bring together into one (1) operating entity, the following management functions:

Personnel Administration

- Employment (recruitment, screening, testing, etc.)
- Records (master employee files)
- Training (coordination of programs)
- Employee Relations
- Pay and Classification Administration
- Personnel Policies
- Surveys (salaries, benefits, etc.)
- Other

Budget Preparation, Review and Analysis

- Preparation of operating budget program and methodology (performance budgeting)
- Preparation of Forms and Format (coordination with finance department)
- Development of Performance and Impact Measures
- Training and Orientation (departmental officials)
- Review of Completed Budgets (coordination with finance department); review with Town Manager and Assistant Town Manager
- Budget Analysis (program review)
- Preparation of Capital Improvements Program (annually)

The Assistant Town Manager for Administration would not possess command authority as such but would carry the full weight and authority of the Town Manager in the discharge of the above management functions. This position would also serve as Chairman of the Grant Review Board (see the Finance and Utilities Memorandum)

Performance Evaluation

- Monitor budget performance (accomplishment of work program objectives)
- Preparation of monthly performance reporting format; training and orientation
- Preparation of Quarterly Performance Report to Board of Aldermen
 - -NORTH CAROLINA LEAGUE OF MUNICIPALITIES -

overall functions organization and structure as mentioned above.

Ine proposed new operating component (Assistant Town Manager for Administration) of the Town Manager's office is recommended to being together into one (if operating entity, the following manager ment Expedience:

Portsonnel Bomin, etration

- Maple-mant (meaning theat, accessing, testing, etc.)
 - Records (master ampleyes files).
 - Training (condination of programs)
 - Employed deductions
 - Total in the sale in the sale of the sale
 - Paradual Volumes
 - Surveys (salaries, benefits, etc.)

busine Propagation, Deview and Analysis

- Vraparation of operating budget program and method-
- Preparation of vorms and Format (coordination with
 - · Development of Performance and Impact Measures
 - reseling and on tentaceon (departmental officials)
 - How notice (constant); review with Town Manager
 - Undget Aralysia (program ceview)
 - Property on of Capital Improvements Program

The next state year Manager for Administration would not

consess command antherthy as such bit would carry the full weight

Appropriate to the second color before an interest and the second department of the second color before the second color befor

of the Grant Review Found (see the Finance and Utilities Hemorandum)

Performance Eveluntion

- Mana tor nutique per formance (accomplishment of work
- President of monthly performance reporting format;
- Preparation of Ougsterly Performance Report to Board of Alderman

MORTH CARCLINA, LEAGUE OF MUNICIPALITIES

The role of the Assistant Town Manager for Departmental Operations in the new organizational structure is <u>primarily</u> to reinforce the Town Manager in departmental operations. The Assistant Town Manager would not possess command authority in the same sense that one (1) or more operating departments would be reporting to him. He would, however, possess delegated authority from the Manager (carrying the full weight of the manager) in the discharge of these functions to include the review and assessment of departmental problems, initiating operational studies, carrying out improvements, coordinating interdepartmental projects, and departmental liaison and coordination in general. This position is also envisioned to head up the proposed Safety Review Committee (see Finance and Utilities Memorandum). One (1) of the Assistant Town Manager's would also serve as the Town Manager in the absence of same.

The building maintenance function is proposed to be placed in the public works department. This department can more effectively direct, assign, and coordinate and monitor this position. In addition, the building maintenance mechanic can be utilized in other maintenance tasks during slack periods.

It is recommended that the Town implement the above mentioned changes in its functional organization and management structure within the next 1-3 years.

The relt of the Namician Town Manager for Departmental Operations in the new orders and accounting to relations the two manager in dispersions of the Assistant Town Manager would not possess command authority in the same sense that one (1) or more operating departments would be reporting to the that one (1) or more operating departments would be reporting to the the time that the same that the same that the same that the discharge standard (corrying the full would of the manager) in the discharge of these tunctions to include the ceview and essessment of departmental projects, and departmental projects, and departmental projects, and departmental illusion and condition in general projects, and departmental illusion and condition in general. This position is also revised on the proposed Safety Review Condition is also that and departmental one (see the safety Review Condition from the safety of the Assistant Town discusses and destricts would also were as the Town Manager in the absence of

The building maintenance function is proposed to be placed
in the public main describent. This department can more effectiveby direct assum, and evaratnate and monacor chis position. In
addition, the beilding maintenance mechanic can be ubilized in other
mesotomers needs curing plack periods.

It is recommended that the Town implement the above management management staucture within the mast 1-3 years.

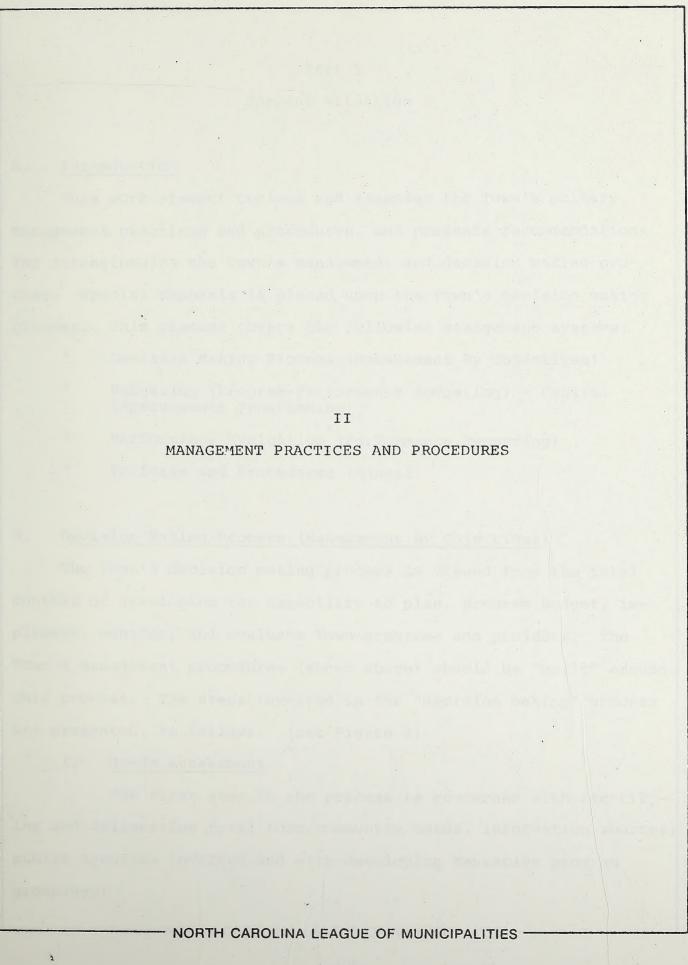
° Zoning Enforcement Code Enforcement . Minimum Housing Technical Insp. Code Program ° Capital Improvements Program ° Specifications; Insurance Eng. Consultants · Building Maintenance ° Coordination of ° Special Projects Asst. Town Manager ° Contract Adm. ° Safety Director · Inspections Engineering . Planning · Design Attorney ° Other Pk Maint. & Dev. Current Organizational Structure . Street Maint. Public Works . Egpt. Maint. ° Sanitation o Utilities Board of Aldermen Town of Garner Town Manager Mayor and FIGURE I · Crime Prevention · Administration ° Investigative Police ° Personnel & Employment Rev. Collections' Patrol · Clerk Duties (By Law) Fringe Benefits Adm. Auditor · Computer Opns. · Assessments ° Secretarial Warehousing · Purchasing & Town Clerk . Accounting ° Records ° Agenda Finance Recreation Programs · Recreation Liaison - Private Groups Parks & Recreation - Pks & Grnds. Maint. - Schools



Street Maintenance * Planning, Coord. & Implementation Public Works · Sanitation ° Special Assignments & Projects · Utilities · Liaison w/Operating Depts. · Safety Review Committee Departmental Operations Receptionist Services . Agenda Prep. and Adm. · Secretarial Services . Records Maintenance ° Special Assessments Asst. Town Manager Boards and Commissions Town Clerk · Administration o Investigations ° Crime Prev. Police · Patrol Code Enforcemt. Community Development Proposed Organizational Structure . Inspections & • Engineering • Planning Town of Garner Town Manager Town Board FIGURE 3 Mayor . Budget Prep., Review & Analysis - Private Agencies/Grps - Capital Imports. Program * Personnel Administration · Grant Review Committee · Performance Evaluation Recreation Programs Recreation Liaison Parks & Recreation - Operating Budget Attorney Asst. Town Manager - Schools Administration 0 0 · Computer Operations . Rev. Collections Purchasing & Finance Accounting

. Pk Maint. & Dev. . Egpt. Maint. Bld. Maint. - Pks & Grds. Maint. • Fringe Benefits/Ins. Warehousing





Part I

Current Situation

A. Introduction

This work element reviews and assesses the Town's primary management practices and procedures, and presents recommendations for strengthening the Town's management and decision making process. Special emphasis is placed upon the Town's decision making process. This element covers the following management systems:

- Decision Making Process (Management By Objectives)
- Budgeting (Program-Performance Budgeting) Capital Improvements Programming
- Performance Evaluation (Performance Reporting)
- Policies and Procedures (Manual)

B. <u>Decision Making Process (Management By Objectives)</u>

The Town's decision making process is viewed from the total context of developing the capability to plan, program budget, implement, monitor, and evaluate Town programs and projects. The Town's management procedures (shown above) should be "built" around this process. The steps involved in the "decision making" process are presented, as follows: (see Figure 4)

1. <u>Needs Assessment</u>

The first step in the process is concerned with identifying and delineating total town/communicy needs, information sources,
public agencies involved and with developing tentative program
groupings.

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

med John To The Line

med de la sere de la

This work clament reviews and procedures, and present; recommandations
for screnationaling the found a management and decision making procass. Trail emphasis is placed upon the Town's decision making
modess. This is management to its Town's decision making
modess. This is management to the following management systems:

modision Making Pictures (Management by Objectives)

induction (Process - Procedure) - Capital
information of the content of the con

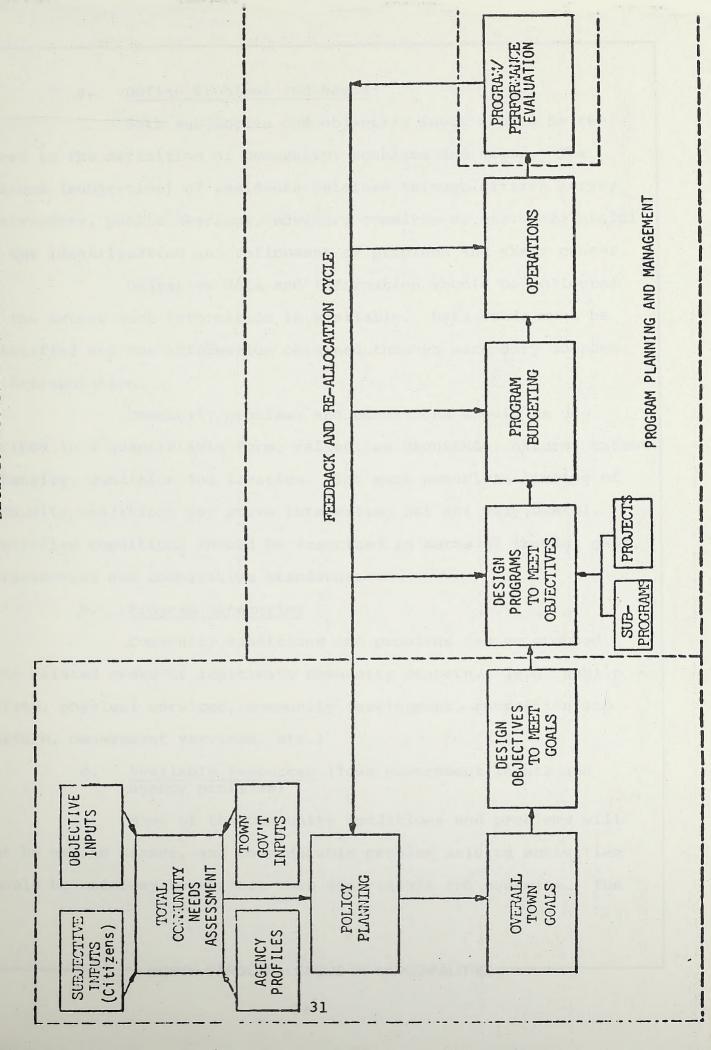
Parformance Suntuntion (Serformance Separting)

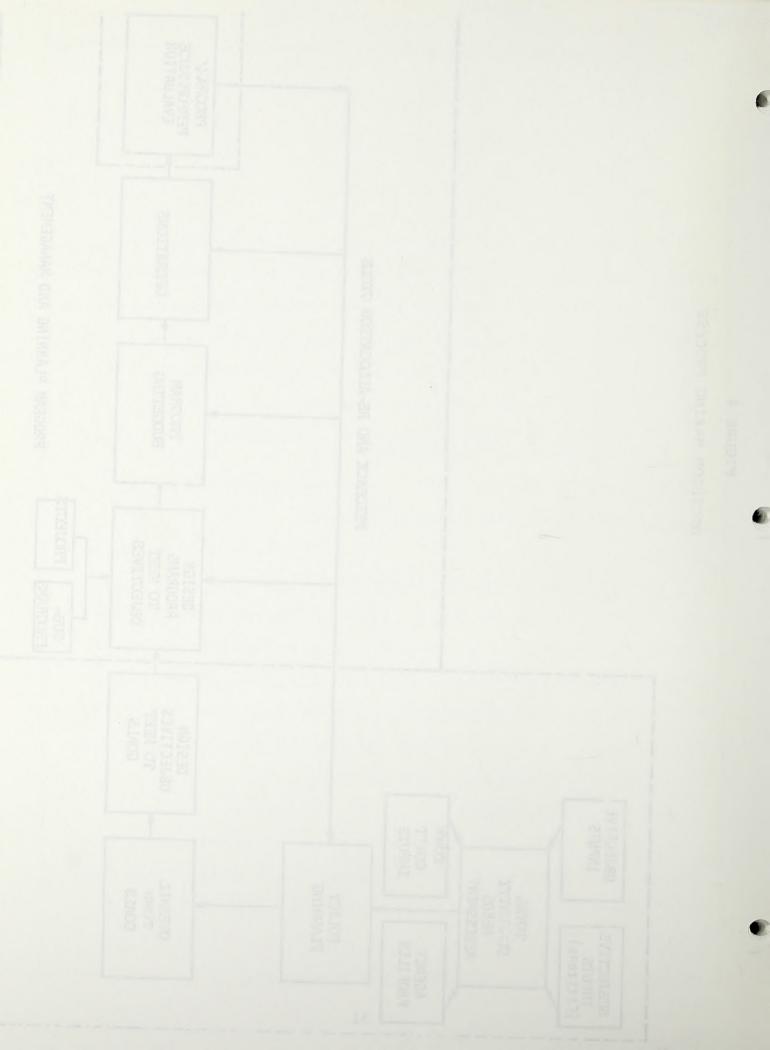
Decision Maring Process intringement By Objectives)

The Torm's decision making process is viewed from the total constant of control the canability to plan, program budget, includent, monitor, and evaluate Yown programs and projects. The town's management processures (shown above) should be "built" around the process who steps involved in the "lecision making" process are presented, as follows: into Figure 1)

Idamenasaa abusii .

The first step in the process is donosined with identifying and delineating total then/community needs, information sources,
public agencies involved and with developing tentative program





a. Define Problems and Needs

Both subjective and objective input should be secured in the definition of community, problems and needs. The options (subjective) of residents obtained through citizen survey instruments, public hearings, advisory committees, etc., are useful in the identification and refinement of problems and their causes.

Objective data and information should be collected to the extent such information is available. Data voids must be identified and the information obtained through secondary sources or extrapolation.

Community problems and conditions should be described in a quantifiable form, reflecting magnitude, nature, extent, intensity, condition and location. The mere numerical listing of community conditions may prove interesting but not very useful. Identified conditions should be described in terms of trends, gaps, deficiencies and comparative standards.

b. Program Categories

Community conditions and problems can be grouped into related areas of legitimate community concern. (e.g. public safety, physical services, community development, recreation and culture, management services, etc.)

c. Available Resources (Town government inputs and agency profiles)

Most of the community conditions and problems will not be new to Garner, and considerable problem solving activities should be underway by various town departments and agencies. The

Dellar Projectes on Steeds

Both subjective and objective input should be se-

cored in the definition of community, problems and needs. The options (sub)scrive) of residence observed bloody citizen survey instruments, public medians advisory committees, etc., are useful in the identification and relinoment of problems and their causes.

the astent and the beforestion setting through secondary sources

Community problems and ernorman should be de-

scribed in a quantificate form, reflecting magnitude, pature, extent
intensity, condition and incation. The mere numerical listing of
community conditions may prove interesting but not very useful.

Identified conditions may prove interesting but not very useful.

Program Categories

gnomically conditions and problems can be grouped and problems can be grouped and problems can be grouped and and anterpression and services, community development; recreation and marketer managed services, etc.

beat to the Augustes (Your government taguts and

Most of the community conditions and problems will not be now to dermer, and considerable problem solving activities should be enderway by various town departments and agencies. The

total range of available resources for each program category should be described and quantified in terms of service level and performance output, financial support, facilities, manpower, equipment, etc. An agency profile should be prepared for each department, agency and organization. This study can be utilized for purposes of the agency profiles.

d. Achievements

This concerns an assessment of the progress or achievement being made toward the solution of community problems within each area. Quantifiable impact data, to the extent available should be presented to describe how and to what extent current resources deal with problem areas and community needs. (e.g. in public safety, the amount of percentage decrease in burglaries)

e. Statements Reflecting Community Problems and Needs
Existing community problems and conditions can be
documented in graphic and narrative statements that present a total
picture of community needs within Garner. These statements could
be combined in the form of a "state of the town/community" report
to show existing conditions, future developments, problem analysis,
causes, constraints, perpetuating factors, and other essential information necessary for selection of priorities and determination
of goals and objectives.

Relative priorities for classes of problems should be recommended (i.e., "urgent" priority, "top priority", "intermediate priority", or "low" priority.) A refined priority system can be developed when the cost of solution vs. non-solution can be esti-

total range of eveliable resources for each program deterary included to described and quantities in terms of service level and performance auteput, financial support, inclitties, manpower, equipment, ord. An aquary profile school be propered for each department, agency and ordering the graphered for each department, agency and ordering the coldy can be utilized for purposes of the agency position.

Active venue by

This concerns on assessment of the progress or achievement being mote coward the notation of community problems within each area. Quantificate impact data, to the extent available should be presented to describe how and to what extent current traduces deal note crothem areas and community puedes (e.g. in public safety, the smalles of presented decrease in burglaries)

documented in granmity needs within danger, These statements could prevent of the town/community report to the town/community report to ensure the town/community report to ensure salities conditions, fother developments, problem analysis, constraints perpetuation perpetuation tester, and other essential intermediate messenty for estaction of priorities and determination of constraints and objectives.

Teletive printities for classes of problems should be recommended (1.e., "urgent" priority, "top priority", "intermediate priority", of "low" priority.) A refined priority system can
be developed when the cost of solution vs. non-solution can be esti-

mated and when choices can be forced.

2. Policy Planning

Policy planning is concerned with the initial steps of planning in which determinations are made as to what kind of community is desired and the courses of action necessary to attain it.

a. Overall Town Goals

The quantification of community problems, analysis of available resources, and tentative priority rankings, will provide a basis for setting overall Town goals. Goal statements will seem vague and empty (e.g., to provide suitable streets for the community) unless accompanied by a statement of strategy(s) to be followed. For example, "to provide suitable streets by resurfacing all streets with good foundations." The selection obviously depends upon Town policy decisions.

b. Priority Establishment

This task concerns the establishment of priorities, taking into consideration citizen input and the views of the elected governing body and the Town's executive management.

c. Design Objectives To Meet Goals

This task concerns a determination of the level of effort that the Town will undertake over a period of time in order to achieve an established goal within a given program area according to the selected priority sequence. Objectives should be stated in quantifiable or measurable terms. These quantitative measures should be stated in terms of the specific program output and impact which are based on indications of community conditions and problems.

maked and when chalces can be forced.

Policy Planning

Police planting to concerned with the initial steps of classing in which determinations are made as to what kind of community is desired and the control of article necessary to attain it.

Ind quantitionally problems, and year of community problems, analysis of aveilable resonance, and contactive priority rankings, will provide a praise for service overall from goals. Goal statements will seem vaque and expiry is, a. to provide suitable atreets for the community, unless accommand by a statement of strategy(s) to be followed. For example, 'to provide suitable atreets by resurfacing the statement of the salaction obviously dependent of the policy dependent of the policy dependent.

Anamaia lida ya esamini

This test concerns the setablishment of priorities, but into consideration citizen impatend the views of the alected potential budy and the Town's executive menogement.

Deal Mongaetives To Meet Coals

This cast concerns a determination of the level of effort that the Tom will undertake over a period of time in order to whitee an originative an originative and originate and the selected priority sequence. Objectives should be stated in quantificate or recommended program of the specific program output and impact should be stated in terms of the specific program output and impact which are passed in terms of the specific program output and problems.

An objective should specify:

-- how much. quantity -- of what quality

-- is to be done method

-- by whom implementor

-- for or to whom or what. . object or beneficiary

-- by when time frame

-- at what estimated cost. .resource input

An example (illustration only) of an objective to meet a general goal in public safety might be to "reduce the incidence of burglaries to _____ per cent by increasing car patrols by _____ uniformed officers at an estimated annual cost of \$_____.

3. Program Planning and Management

This element concerns those activities in the decision making process involving the translating of objectives into action plans, determining funding requirements, selecting funding strategies, deciding the management framework and system, initiation, implementation and monitoring of programs.

a. Design Programs To Meet Objectives

This task deals with the design of programs, on a program by program basis, what activities will be initiated to achieve the program's objectives, including scheduling, reporting and budgeting.

Each program design should narratively describe at least the following:

- ° A general statement and analysis of need.
- The purpose and beneficiary (i.e., what is the target of the program?).
- General plan (what are we going to do and how are we going to go about it?).
- A time table (time phasing and lead time).

NORTH CAROLINA LEAGUE OF MUNICIPALITIES -

- Funding strategy (what is the best combination of funding sources, considering the linking of programs, maximizing matching opportunities, obtaining trade-offs, etc.).
- Administration (who is going to run it and how?).
- Coordination (how does this activity link in with other agencies and activities associated with the project?).
- evaluation (a brief statement describing how the project will be evaluated).
- ° Citizen participation (how are citizens going to be involved (if any) and how have they been involved?).
- Budget (the project budget requirements including personnel, material, travel, equipment, etc.).

b. Program Budgeting

The task here is to design, develop and implement the program budget detail, including format, and procedures for projecting funding (both operating and capital) for all program areas on an annual basis. Subtasks will include determination of activity requirements, preparation and submission of program budget requests including agency work performance and impact data; evaluate budget requests, including performance and impact data, community goals and objectives, and revision and final adoption of program budget.

c. Operations

This element covers program implementation and concerns activity initiation, operation and monitoring. Depending upon the nature or type of program it may involve such tasks as effecting legal arrangements, negotiating and contracting, defining management

- view of tunding sources, considering the linking as programs, mexiciping matching opportunting as programs, mexiciping matching opportun-
 - Bus at use of paion of poly nother termine -
- Coordination (now does this activity link in with other agencies and activities associated
- Evaluation (a brief statement describing how
- to be involved (if any) and how have they been involved?).
- endden (the project budget requirements including personnel, meterial, travel, equipment,

Pringram Budgettina

The ore cast initiate dotail, including format, and procedures for protecting format and capital) for all program ores on an annual basis. Subtasing and capital) for all program ores on an annual basis. Subtasing will include determination of outleter requirements preparation and submission of program budget capital including gency wars performance and impact data; evaluate budget require, including persuaments and impact data; community formation and objectives, and colision and final adoption of program

. operation

This element covers program implementation and contracting appending upon the nature or type of program it may involve each thanks as effecting legal arrangements, negatiating and contracting, defining management.

controls, developing reporting requirements and schedules, work scheduling, delivery of program services, and progress reporting, reviewing and redirecting as necessary.

4. Program Performance Evaluation

The purpose of this element is to appraise the execution and implementation of action programs in terms of whether or not program execution is effective in terms of meeting overall Town goals and objectives as related to community needs. The system should evaluate accomplishment in terms of output (end product) and performance in terms of impact (end result). Performance indicators will be necessary to measure expected results of each program level, in order to compare expected results with actual results.

Based upon the program performance evaluation, program adjustments may be dictated by deviations from expectations or indications of additional needs. The evaluation provides the basis for revision of objectives and strategies necessary for more effective achievement of community goals. The evaluation feeds back into the total planning and management process so that the total system operates on a continuing annual cyclical basis.

controls, developing raporting requirements and schedules, work scheduling, delivery of progress esporting, teviewing and redirecting as necessary.

Program Parturmance Evaluation

The pormuse of this mismant is no appraise the execution and implementation of action programs in terms of whether or not program execution is effective in terms of whether or not goals and objectives as related to community needs. The system should evaluate accomplished in terms of output (end product) and partormance in terms of impact (end result). Performance indicators will be necessary to measure expented results of each program level of order to compact or action results of each program level.

samed won the storesm performance evaluation, program

adjustments may be dictried by deviations from expectations of indications of affiliant meets. The evaluation provides the basis for revision of objectives and strategies necessary for wore effective sculevament of noomunity goals. The evaluation teads back into the total planning and management process so that the both system operates on a continuing and management process so that the both system

Part II

Recommendations For Improvement

A. Establishing the "Management By Objectives System" for Garner
The Town of Garner currently has the nucleus for establishing
a management by objectives system; the Town would need to initially
establish the process in a more "simplified" form (than described
above) in the initial inception year. It is felt that the Town
can implement this system (in simplified form) for the coming
fiscal year (1981-82 fiscal year). The following sections critique
the present decision making process and describes such efforts that
can be made to implement the system.

1. Needs Assessment

The first step is to determine community wide needs.

Such needs should be determined in terms of physical needs and projects, as well as governmental needs and improvements to be made.

The Town Board has already developed a tentative listing (priority list) of work program objectives to be accomplished. These have been categorized in priority fashion with staffing assignments for each area (board members and administrative staff). In addition, the Town has mailed out a citizen survey instrument to get citizen input on various community issues. This study will also provide valuable input (hopefully) to assist the Town Board and Town Manager in the determination of improvements needed to improve its governmental operation. For the first year's work program objectives, the three (3) inputs (priority goals list, citizen survey, and manage-

The second second

Answered to all the late beamprage

A Lecapitanism the "Management by Adjunctives System" for Garnon the Town of Carmently has the ductaus for establishing a management by objectives system; the Town would need to initially secrible that the process in the initial incaption year. It is fall that the Town can implement this open in the initial incaption year. It is fall that the Town can implement this open in the limit of the coming the process and describes such efforts that the process and describes such efforts that

опеменными врам

The first should be determined in turns of physical needs and pronfacts, as well as governmental mosds and improvements to be made.

The loss Busin has already daysloped a tenistive listing (priority
list) of work program objectives to be accomplished. These have

been entocopied in priority lession with stelling assignments for
cars area (board members and administrative ates?). In addition,
the Town has mailed out a dilicen survey instrument to yet citizen

input on various community issues. This study will also provide

input on various community issues. This study will also provide

in the determination of improvements needed to improve its govern
mental openation. For the first year's work program objectives, the

caste (1) inputs (priority goals list, ditten survey, and manage-

ment study recommendations) should be synthesized to determine the proposed Town goals and objectives for 1981-82. These should of course be established and budgeted in the coming years budget. The Town Manager and executive staff should provide a working format and general recommendations for the Town Board. The next quarterly meeting (latter April) of the Town Board and executive staff should be addressed to "fleshing" out these recommendations to be utilized in the budget preparation process. Subsequent quarterly meetings of the Town Board after budget adoption should be utilized to review progress in execution and accomplishment and to revise work program objectives as necessary. As suggested in Figure 4, this should be a continuing process of projecting, revising, amending, etc., to meet current needs and problems.

2. Policy Planning

Policy planning is concerned with translating on an annual basis the needs and problems of the community into a viable action process whereby needs are grouped according to program areas, general Town goals are determined by program area, quantifiable objectives are established to implement these goals and lastly, specific action programs are designed in priority sequence. In the above context policy planning is a continuous process which is directed toward the attainment or achievement of the kind of a Town/Community that is desired and the identification of those courses of action that are necessary to attain it. The elements of the policy planning process are described as follows:

a. Establish Program Structure

The program structure is the vehicle for grouping

-NORTH CAROLINA LEAGUE OF MUNICIPALITIES -

most study recommendations; should be synthesized to determine the gropewed form quals and objectives for 1981-62. These should of course us established and landwaised in the conding years budget. The form Managur and executive staff should provide a working format and remark recommendations for the form doard. The next quarterly meeting (latter application from most and orecutive staff should be addressed to "literating" one those recommendations to he utilized to retain the budget proparation process. Subsequent quarterly meetings of the form Mosta sines budget adoption should be utilized to retain your progress in accountion and accomplishment and to revise work about he a continuing process or projecting, revising, amending, about he a continuing process or projecting, revising, amending, account to the continuing process or projecting, revising, amending, account the a continuing process or projecting, revising, amending, account of the continuing process or projecting, revising, amending, account of the continuing process or projecting, revising, amending,

terburg and vession

Policy of the concerned with translating on an annual bast, the needs and protriens of the community into a viable action uncoses where by needs are grouped according to progress areas, quantifiable objectives are assablianed to implement these goals and lastly, appoint action progress are designed in priority acquence. In the above contest policy planning is a continuous process which is alreated toward the occainment of achievement of the kind of a formal community that is desired and the identification of those courses of action that are necessary to attain it. The elements of the policy planning process are described as follows:

Estabileh Program Structure

the program structure is the vahille for grouping

together all related needs for the purpose of carrying out community goals and objectives. The structure and definition of the various elements of program structure are presented as follows:

Program Area* (Broad functional areas of government composed of similar or related services and functions. A program area would generally be composed of one or more departments of government.)

Department

(Major subdivision of a program area, composed of related or similar groupings of functions headed by a single department director. The department represents the first level for budgeting, reporting, control and evaluation purposes.)

Division (Major subdivision of a department, composed of related or similar functions of the department and headed by a single division director.)

Activity (Major subdivision of a division, composed of related or similar functions within the division and directed by a single supervisor or activity head. This is the lowest level in the program structure and represents the level for allocation of appropriations.)

* Several (illustrative) program areas would be developed as follows:

Functions

Public Safety

- Law Enforcement, Fire Protection, etc.

Physical Services

- Public Works, Utilities, etc.

Community Development

- Planning, Engineering, Inspections, Zoning, Code Enforcement, etc.

Recreation & Culture - Parks, Recreation Programs, Library, etc.

Management Services - Purchasing, Finance, Personnel, etc.

NORTH CAROLINA LEAGUE OF MUNICIPALITIES -

Program Area

to posted and objectives. The accordance and delimition of the

power of some of more described users not some to the sound personal person

(Major subdivision of a program area;

of finations issalud by a single depart
re t director "he department reprecents the first level for budgeting;

respective, control and evaluation nur-

trajor auditvision of a department of the department and heads by a single division

(Major Subdivision of a division, mappend of related or similar functions within the division and directions of the leaf. This is the lowest leaf in the profite structure and represent the lowest represent the lowest representations.

r savetat (tillustrative) proorum areas would be developed

PURESERIES

- Law Entorgoment, Fire Protection etc.

- Fublic Works, Utilities, etc.

- Planaing, Engineering, Inspec sions, Noning, Code Enforcement, etc.

- Parks, Recreotion Programs,

Tunconasing Finance, Personnel

Resreation & Culture

sections respectives

Two (2) illustrative examples, using hypothetical organizational structure titles are presented for each element in the program structure, as follows:

Example No. 1

Example No. 2

Program Area
Physical Services

Program Area Recreation & Culture

Department Public Works Department Parks & Recreation

Activity

Division (or Section)
Street Construction
and Maintenance

(Division (or Section)
Athletics

Activity

- Resurfacing Program

- Adult Programs

- Road Maint. & Repair

- Youth Related Programs

(Note: In Garner, generally (at this time) the Division level would be the lowest level needed to establish the program structure and for budget purposes.)

b. Establish Goals

Based upon the assessment of community needs and problems, goals for meeting these community needs are established. This is a recurring process and should be repeated on an annual basis to coincide with the development of the budget. Goals (including objectives and programs as presented above) should be established for each program area and transmitted down (as appropriate) to the appropriate department, and finally to the appropriate activity where they would be translated into services to be performed. Note that under this concept, planning precedes budgeting, rather than budgeting and then determining the plan. In ad-

dition, it should be recognized that various regular recurring activities (street pot hole maintenance, etc.) would not necessarily be a part of the goals/objectives process unless particular needs are recognized. The goals/objectives process therefore relates to primary needs and problems.

- Quantifiable Objectives to Meet Goals

 Quantifiable objectives can be viewed as the steps

 necessary in order to achieve a goal. Objectives, therefore, would

 be established on a short range and long range basis. Objectives

 in one sense give meaning and direction to goals.
- d. Establish Programs to Meet Objectives

 Action programs are designed to meet the established objectives. Programs represent the response for achieving goals and objectives. (See Appendix A).

e. <u>Establish Priorities</u>

Priorities would be established with respect to setting goals, objectives and problems. Priorities represent needs assessment in rank order, i.e., "urgent" priority, "top" priority, "intermediate" priority or "low" priority.

The initial goals/objectives program document (statements) need not be an elaborate document. It should address the synthesized needs/problems in program format (Physical Needs, Public Safety, Recreation and Culture, etc.) with tentative rankings and priorities and basic programs for implementation. Appendix A, represents an elaborate treatment of this process. The program statements should be prepared by the Town Manager and executive staff for utilization as a tentative discussion document with the

dirion, is should be remarked that we love results recurring activities for hole maintenance, etc., squid not necessariable to the qualifordives process unless particular needs at reconsisted. The qualifordives process unless to reconsisted. The qualifordives distribute and problems.

On restriction of a can be viewed as the steps

In order or antison a goal. Objectives, therefore, would

th one mease tive remaining and direction to deale.

Establish Francisco to Meat Objectives

Author property and designed to meet the extending

and ormentation. (See Appendix 1).

relocations would be established with respect to

setting quater officialist und machiens. Priorities represent needs

(statements) out of the en statement of should address the statement of the should address the statement of the statement of

SORTH CARCLINA LEAGUE OF MUNICIPALITIES.

Town Board. After discussion, revisions and changes by the Town Board, these statements would be utilized to prepare the tentative Town Budget. It would be tentative since such initial decisions on program objectives may be more expensive than available revenues. Therefore, such initial decisions may need to be modified and revised to fit the actual resources available to the Town. The finalized work program objectives would serve as the "budget message" for the Town's budget document and would also serve to communicate to the public and citizenry the budget work programs for that fiscal year.

3. Program Planning and Management

This element of the decision making process can be viewed as those tasks or processes that are utilized to translate management policies as determined, for example, in the "state of the community" report (budget message) into viable action plans for the delivery of services to the community. This element deals with the very fiber of the management system, i.e., the organizational and structural framework, the process and procedure for allocating resources (the budgeting system) and the procedure for monitoring and follow-up (reporting) in order to gauge the progress of program or service delivery.

a. Budgeting

Two (2) alternatives exist with respect to the budgeting process as follows:

(1) Continue Existing Line-Item Approach

The Town's existing budget process as described in the finance department memorandum can be characterized as a line-

rewn mostd, After attenues on, revisions and changes by the Town losted these sistements would be utilised to prepare the tentative rown bedget. It would be sentative since such initial Assistans on program objectives may be more excursive than evaliable revenues. Therefore, such initial declaims may need to be modified and revised to fit the sound resurces synthable to the Town. The linalized work program objectives would serve as the "budget commissions for the fower's budget would shad serve to commisse to the gublic and objectives would shad serve to commisse to the gublic and objectives would shad serve to commisse to the gublic and objectives would shad serve to commisse to the gublic and objectives would shad serve to commisse to the gublic and objectives would shad serve to commisse to the gublic and objectives would shad serve to

Arous an Blancies out Manuscherit

This element of the decision mention process can be viewed as those those the teams as the standard ment political of teams and the community's report to the community's report to the community. This obtains the the community. This obtains deals with the tent time of the community. This obtains the wife the tent time of the community. This obtains the standard of the community of the community

pril leghtiff . s

yes (2) steametryes exist with respect to the

anddering brocess on follows:

Constant Maisting Mine-Aten Apricocch

The Town & existing budget process at described

in the Sinance department ner arandom can be characterized as a line

item budget system which places primary emphasis upon items of expenditure (input) rather than services and work programs (output) Very little supporting data, i.e., work program objectives, performance and impact data, are required in the preparation and justification of departmental requests. This should not be taken to mean that budget requests are not thoroughly reviewed - they are, however, the total budget process should be reoriented toward the system envisioned herein. A five-year capital improvements program has been prepared, however, it has not been updated each year. The Assistant Town Manager is currently in the process of updating this document with the assistance of appropriate department heads.

While the above analysis points out several basic weaknesses to the present budget system, it is not mandatory that the Town change from its existing line-item budget. The Town departments would simply need to attach (as a minimum) a statement of their response to various objectives and priorities, generated by the policy planning functions, to their proposed budget. While the current budget system would possibly suffice it is recommended that the Town begin (soon) to change its present practice to conform to program budgeting principles and standards.

(2) Program Budgeting

Program budgeting need not be highly sophisticated or complex; it simply <u>builds upon</u> the existing line-item concept. This can be achieved by incorporating into the present system the following budget principles and techniques:

them budget system which places primary exphanis upon items of exceptions allowed tracks than services and outs programs (output) very little supporting dates i.e. work program objectives, performance and impact data, are required in the organisation and leastification of departmental requests. This should not be taken to mean that oudget requests are not thoroughly reviewed - they are, however, the solal budget process slould be reprised toward the system envisioned merein. A time-year capital improvements program has been propered, however, it has not been opiated sach process of the Assistant value manager is correctly in the process of nearling this document with the assistants of appropriate depart-

white the several court present hedget system, it is not mandatory that the your russys trunt its existing line-item hadget. The Town departments would simply need to ettach (as a minimum) a statement of their response to the usual shediver and priorities, generated by an object principle in their proposed hudget. While the correst oudget extent oudget extent and possibly suffice it is recommended that the rootent oudget extent outget extent outget as a change its present practice to confort that the proposed budget of conforting principles and standards.

privileghal seasons (E)

orest or complex, it simply buller upon the existing line-item concopt. This can be schieved by incorporating into the present system

(a) Establish Budget Structure

Program structure was described earlier in this memorandum. This technique builds the framework within which governmental resources can be aggregated by common or related functions and activities and facilitates, for ease of comparison and analysis, the determination of where and for what purposes funds are being appropriated. Following the examples presented earlier, appropriations should be aggregated by program area, department, division and activity. The activity level represents the lowest level in the program structure; the level at which services are actually provided to the public and the level for establishing appropriations, accounting controls and reporting and evaluation procedures. For Garner, the present structure is generally good. The appropriations level in Garner would be the Division level in most instances. Budgeting at the Activity level is generally not warranted in most cases.

During the budget preparation process, tentative budget requirements should be aggregated by the elements identified in the program structure for presentation to the Town Board. After budget adoption, the budget document format should also be organized by program structure.

(b) Establish Objectives as the Basis for Budgeting

Goals and objectives (quantified) as established during the policy planning process should be utilized as the foundation for building the budget. The "state of the community report" (or program statements) can serve as an excellent

Program errockure was described earlier

In this compression. This reclangue builds the framework within that provernmental resources can be appropried by common or related functions and ectivities and testilitates. For easy of comparison and analysis, the determination of where and for what purposes fund or being appropriated. Tollowing the exceptes presented extilet, are being appropriated by appropriate area, department, appropriate and activity. The activity level represents the lowest level in the program effectivity level at which services are level in the program effective, the level as which services are propriated or the program and evaluation programmes. For excepting appropriate, accordingly controls and reporting and evaluation procedure. In the present attracture is generally good, procedure. In the level in despending the first desperally good.

During the budget presention prodest,

runtistive brick requirements about ne appropried by the elements identified in the propries structure for presentation to the Town Courds Nicel Budget adoption, the bridget account format should also be erasmised by program structure.

Escablish Objectives as the Basis for

Comis and objectives (quantified) as

seemblished during the pulity planning process should be utilized as ene foundation for building the budget, The "state of the community report" (or program systements) can serve as an excellent

tool of the Town Manager to communicate goals and objectives down to the departments and agencies of the Town. It can serve as a building block for the budget preparation and development process.

(c) Establish Program Budget Forms, Procedures and Instructions

This phase of developing the program budget is most important because it represents the framework from which requests are organized, justified and evaluated.

Ideally, a budget manual with a cover letter from the Town Manager should be prepared that presents detailed documentation of the budget preparation process. This manual should include, but not be limited to the following items:

- ° Budget calendar (who, what and when)
- ° Budget procedures and methodology
- Budget forms (to document the following)work program goals and objectives
 - *- performance and impact measures
 - activity detail including preprinted information (by line-item) showing prior years' expenditures, current budget and proposed
 - detail of personal services (salaries by position), equipment and other operating expense
 - program changes (separate costs and justifications for new services, or expanded services)
- Pricing schedules and account classification information
- * Performance and impact measures should be established to indicate "how much" service to be provided and the expected results. These measures will be utilized as the basis for reporting - during budget execution - the progress and accomplishments in meeting established goals and objectives.

- NORTH CAROLINA LEAGUE OF MUNICIPALITIES -

cost of the year desager to examinitate quals and objectives down
to the departments and equation of the Town. It can serve as a
sufficient for the budget properties and development process.

TALE priess of developing the program budget

rolly most functions in the conjugate that from your and which

Your a title James septid a cover

Jahres from the Time leading should be prepared that presents detested documentation of the Ludian process. This manual enoutd include, but not se limited to the Cullowing Items!

procedures and methodology

and is terms (to deciment the following)

one of regram goals and objectives

printed and impact measures

information (by line-item) showing

grior meats' expenditures, current

hudget and proposed

office of personal services (salaries

who be tion), equipment and other

profish danges (separate costs and

querifications for new services, or

querifications for new services, or

Pricing senegules and account classiff-

Performance and impact measures should be established to indicate "how much" service to be provided and the expected results "those measures will be utilized as the basis for reporting - doring budget execution - the progress and accomplishments in meeting established coels and objectives.

(d) Budget Review and Analysis

The budget review and analysis process begins after the budget requests are submitted. This task includes an analysis of what the costs and supporting data actually mean, to determine that requests are fully justified and documented and whether requests can be modified or altered based upon changes in organization, staffing or realignment of functions and responsibilities. Lastly, the review process should identify other options or alternatives available or open to the Town.

(e) Presentation of Proposed Budget to Town Baord

The tentative program budget should be presented to the Town Board with <u>particular</u> emphasis upon the following:

- Goals and quantifiable objectives to meet goals -- this gives direction
- Programs to meet objectives -- how we are going to achieve objectives
- ° Costs (resources) to achieve work objectives -- what the expenditure requirements will be (operating and capital)

The above approach places the emphasis on programs to meet objectives, rather than simply line-item costs.

Budget review with the governing body should lead the Board to a consideration of where the Town stands in relation to its problems; what direction it should take toward their solution; and how its resources should best be utilized in achieving these solutions.

skylana ton welven leading (b)

The budget tealer and coalysis process

bogins after the budget sequents and submitted. This task includes an engine of the man, to decimally mean, to decimal the country that the decimal are fully quantitled and documented and whether requests can be medically or elected based upon changes in organization, shaffing us realignment of functions and responsibling a lastly the review process should identify other options of all exercises and responsible or over the testing process should identify other options.

(a) Preparation of Proposed Budget to Town

Une famicative program budget chould be

primarted to the Your Board with particular emphasis upon the

SERVING TO

Gools and quartifiable objectives to

Programs to meet objectives -- how we are quine to achieve objectives

Coate (seponters) to addition work object (what the expenditure sequentially and sequential)

The short storonch places the emphasis on

programs to seet objectives, rather than simply line-item costs.
Sudger vertew with the consented body

Should lead the Bused on a sengideration of whose the Town stands in relation to the problem; what direction to should take toward in the stands and how its grandfree should heet he utilized in

scaleving these solutions

(f) Capital Improvements Program

The Town has prepared a 5-year (CIP) capital improvements program (1978-1983) however, it has not been updated since 1978. Currently, the Assistant Town Manager (as indicated earlier) is in the process of updating the CIP. The capital improvements program should be updated each year (add one year and drop one year). The primary objective of the CIP is to prepare and develop a priority based CIP that provides a carefully conceived long range program of capital needs which are always available and in readiness for use but with only one year committed at a time. In most instances proposed projects will be evaluated over and over again, year after year, before actually being committed. This repetition process for evaluating projects is a safeguard against hastily designed, ill-conceived capital improvements. The principles and procedures involved in the development of the CIP are presented as follows:

- Operation of projects to be included in the program (construction, major equipment, pre-construction costs, etc.).
- Determine Procedures for CIP (arrange projects in priority fashion for 5-year period based upon need; include umcompleted, as well as newly proposed projects; project financial resources (operating funds, bonds, special revenues); first year of program is considered the capital budget for current year and includes only funded projects; review total program yearly, make revisions, new projects, deletions as required, etc.)
- Develop Project Proposal Sheet for presentation and justification of each CIP project

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

MESDONS SIMEMSVORED LEGISLA (1)

"he Town had proposed a Sevent (CTP)

capital improvements program (1973-1933) nowever, it has not been opdated since 1978. Currently, the medicing the CID: The indicated earlier) is in the process of undating the CID: The capital improvements program whould be updated math year (add one year and drop one year). The private objective of the CIE is to prepare and develop a priority beauth CIB that provides a catchilly conceived long rength program of capital meads which are always operated for use but with only one year committed at a time, in most instances proposed projects will ne svaluated over and over again; year after year, before actually being committed that capital indicated that spaints the projects is a saference of against basting projects is a saference of against basting projects is a saference of against basting brocedures capital improvements.

pottus the scope of projects to be incream in the mrogram (construction, major equipment, pre-construction costs,

Determine Prodedures for PTP (arrange projects in astoricy rashion for Stycar projects in as well as newly proposed projects; as well as newly proposed projects; project Elashcial resources (aperating funds, bonds, special revenues); first year of program is considered the capital budget for current year and includes only funded projects; revenues total program yearly, make reviews, new projects, deterions as required, sec.)

Darelog Project Proposal Sheet for presentation and justification of each CIP project Oevelop CIP reporting program (quarterly project status report, project description form and projects completed form). See Albany, Georgia Program as a recommended prototype.

4. Program Performance and Evaluation

Program evaluation is concerned with an objective and subjective appraisal of program execution in terms of its effectiveness in meeting the goals and objectives established during the budget process. The backbone of the evaluation system is the development of performance indicators to measure output (end product) and impact (end result) of each program level, in order to compare expected results with actual results. For example, the number of minimum housing code inspections indicates output and the number of houses brought-up to standards indicates end result.

The evaluation process serves as a checkpoint to determine whether expectations are being met and whether modifications, changes or revisions are required in order to meet pre-determined needs and plans. Evaluation is a continuous process and to be effective it must feed back into the planning and management process so that the total system operates on a continuing annual cyclical basis.

The methodology and sequencing by steps for the development of an effective evaluation system is presented as follows:

a. Prior to Budget Formulation

(1) Develop performance and impact measures for the Program Activity level (see program structure). In the case of Garner, the Division level in the program structure will be the reporting level for most programs. The data base developed at the

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

Develop of reporting migram (quarterly project description form and per some completed form).

Low form and per some completed form).

Les Albany, feotols Frogram as a recommended prototype.

Program Der Formanch and Evaluation

emplective appraises of program execution in terms of its effective majective appraises of program execution in terms of its effective ness in meeting the quals and objectives entailished during the budget process. The backbons of the evaluation system is the devalopment of performance indicators to measure output (and product) and impact (and result) of each program level, in order to compare expected results with artual results. For example, the number of allowing model to planting and indicates output and the number of allowing code inspections indicates output and the number of allowed prought-up to glanding indicates and result.

The avgluetion process serves as a checkpoint to deterlive whether expectations are being met and whether modifications,

there of revisions are required in order to meet pre-datermined

toods end plans. Westernion to a continuous process and to be

cretive it must been back into the planning and management process

so that the total gretern optimities on a continuing annual cyclical

The multodology and sequencing by steps for the development of an offentive evaluation system is presented as follows:

noldslummed december of the term

(1) Dave lop performance and impact measures for the Program Activity lavel (see program attructure). In the case of Germer, the Division lovel in the program structure will be the reporting lovel for most programs. The date base developed at the

Activity level represents the foundation for all reporting. This is the level at which programs and activities are actually carried-out. The end result (for all programs) is a reporting system which depicts how the departments have responded to the achievement of stated work objectives.

- (2) Measures of performance should be structured to indicate trends in performance, i.e., two (2) prior years and current year.
- (3) The Town Manager's executive staff (Assistant Town Manager for Administration) should take the lead role in assisting each departmental agency in this task.

b. During Budget Formulation

- (1) Pre-determined performance and impact measures are utilized to indicate the amount of service (volume or output) and the expected accomplishments (end results) of work programs. These measures form the basis for building work programs and allocating costs.
- (2) Quantified performance and impact measures developed during the budget formulation process form the basis for establishing a performance reporting system.

Monthly activities report. These reports however, are not standard-ized in terms of quantified information to be utilized. In most cases extraneous information is presented. These should be purified and refined to indicate only essential work measurement information. In addition, most reports contain excessive narrative information not essential to performance reporting. The Town Manager's execu-

According level correspond the foundation one all caposition. This is the level at which recomme and solivition; are actually carried out. The end result from all programs) is a reporting system which depicts how the deportunate has responded to the achievement of stated york objectives.

121 Mescares of performance, the two (2) order years and cate year.

(3) The Town Hansger's executive staff (Assistant Town Hansger for Administration) should take the lend role in assisting each departmental agency in this task.

Digine bodget Formulation

(4) Sto-determined performance and impact measures of the utilities of the indicate of the utilities of the

(2) Quantified performance and impact measures
de migner during the budget formulation process form the basis for
establishing a performance reporting system:

All departments in Carder presently prepart a control scantard from the present prepart of the property of the present of the

tive staff should review each monthly activity report with the appropriate departmental official and establish the performance indicators necessary for reporting purposes.

c. Budget Execution

(1) Departmental Evaluation and Reporting

- A monthly performance reporting system (as revised) should be developed to begin reporting the progress in meeting budgeted objectives. The report format should be structured to present narrative information to include the following: a statement of the budgeted objectives to be accomplished, an evaluation of overall performance with regard to meeting these objectives, and an explanation of variances and recommended changes. The narrative information should be followed by tabular listing of the performance measures.
- Performance reports should be submitted from the Department level to the Town Manager

(2) Policy Level Evaluation and Reporting

- o The Town Manager's office reviews performance reports with departmental officials (when required) to determine problems, exceptions and/or revisions required to meet work objectives.
- Ouarterly Performance (Progress) Reports prepared by the Town Manager's office are utilized to keep the Town Board informed of progress/problems in meeting budget work program objectives. Feedback (decisions and action) from the Town Board (where required) would be used to modify or revise departmental work programs.
- Ouarterly Performance Review meetings should be conducted with the Town Board to explain and present program accomplishment/problems/ potentials. The Town Manager should utilize the department heads in the conduct of departmental reviews before the Board. This gives excellent exposure between the Board and operating officials.

tive staff should review each monthly activity report with the appropriate departmental official and aspending the performance indicators pacessary for reporting purposes.

Bodget Magazeta au

entitioned but animal to be because (i)

A continuous consequence reporting eystem (as a cited) arould be developed to begin reporting to the content of the except of the extracture to present nutrative information to include the content of a structure of executive a statement of the tudgeted of everal extracture with recard to meeting the content of executives, and an explanation of variance with recard to meeting area on ecommended energies. The narrative executive and the performance measures.

Performed reports should be submitted from

pullanged but addressed from the Reporting

The Town Hanader's office reviews performance reports with departmental officials (when required to determine problems, exceptions and/or revisions required to meet work

Course ly seriormance (Progress) Reports ore will and to keep the Yown Board Laformed or progress objectives in meeting hodge work (decisions and section) from the Yown Board (where required) would be used to modify or revise departments.

Quarterly Performance Veview meetings should be conducted with the Yown Board to explain and present program accomplishment/problems/ occentials. The Yown Manader should offiles the department heads in the conduct of depart control reviews before the Dosra. This gives satellest exposure between the Foard and regreting officials.

B. Management Policies and Procedures

The Town has recently begun a program to develop administrative policies and procedures for the Town. Two (2) types of policies and procedures systems should be developed, an Administrative Policies and Procedures Manual and a Departmental Operations Manual. The Administrative Policies and Procedures Manual would provide such procedures which would govern (apply to) the operations of all agencies of the Town, i.e., the development of "standard" procedures which would apply to all Town departments. Such policies and procedures should include various functional areas to include:

Administration (general administrative in nature)

- Auto allowances/mileage reimbursement

- Travel policies and procedures

- Performance reporting policies and procedures

- Other general administrative procedures

Fiscal

- Payroll procedures

- Budget forms and procedures including a budget calendar showing key dates and responsibilities from beginning to budget adoption
- Budget amendment or revision procedure
- Other

Purchasing

- General parameters
- Requisition process
- Bidding requirements
- Office stores

Personnel

- Recruitment
- Selection and screening
- Testing (if appropriate)
- Probationary requirements and reports
- Performance evaluation
- Other general procedures

Development Regulations and Procedures

- Plat review committee, duties and responsibilities, membership, etc.
- Subdivision review
- Site plan review
- Rezoning applications (The above regulations and procedures would place emphasis upon identification of specific regulations, the procedures to be followed, responsibility of and coordination between participation agencies, time frame, and the like)

The Departmental Operations Manual should be organized to include:

- Responsibilities and Functions (mission)
- Organizational Structure (functional and staffing chart)
- Personnel Classifications
- o Procedures (all primary operating procedures)
- ° Performance Reporting

The Town has employed a part-time individual to begin work on the Town's policies and procedures documents.

APPENDIX A

For Illustrative Purposes
Hypothetical Goals Objectives Statement
(Excerpt from Columbus, Georgia Study)

Goals, Objectives, Programs

Law Enforcement

Goal: To protect life, property and personal liberties by preserving the peace; preventing crimes, enforcing all laws and ordinances; arresting violators, and conducting community relations programs to insure a safe and stable environment in which to work and live.

| Obj | 00 | + 1 | 170 | ~ | |
|-----|----|----------------|-----|---|---|
| רמט | ec | τ_{\perp} | ve | S | • |

| | 0 | Reduce incidence of major crimes as follows: |
|------|----|--|
| | | Robbery % Criminal Homicide % Auto Theft % |
| | | Burglary % Forcible Rape % |
| | | Reduce incidence of major crimes as follows: Robbery |
| | 0 | Increase the ratio of offenses cleared by arrest as follows: |
| | | Robbery % Criminal Homicide % Auto Theft % |
| | | Robbery |
| | | Larceny Aggravated Assault % |
| | 0 | Reduce alcohol related offenses by no.;% |
| | 0 | Reduce the number of auto accidents per 1,000 by nol; % |
| | 0 | Reduce response time for emergency calls tominutes or less of |
| | | dispatching vehicle and referral service within minutes of dis- |
| | | patching vehicle within Urban Service District 1 and minutes in |
| | | Urban Service Districts 2 and 3 |
| | 0 | Increase utilization of existing patrol by adding vehicle(s) |
| | | to each |
| | 0 | Reduce hard drug users by no.;% |
| | 0 | Makearrest(s) based upon an estimatedcalls |
| | 0 | Reduce repeat invenile offences by no . & |
| | 0 | Performman-hours training for recruits and existing officers |
| | 0 | Conduct community relations programs |
| | | ConductCommunity relations programs |
| rogr | ar | ms: (Programs to be budgeted within the appropriate police budget |
| 1091 | aı | structure - division/activity) |
| | | scructure - division/activity) |
| | 0 | Implement computer dispatching system by |
| | 0 | Activate and implement an armed robbery section in police division |
| | 0 | Initiate use of sensortized transmitted alarm equipment and robbery |
| | | bait money packs during |
| | 0 | Increase level of patrol services through the employment of |
| | | officers and additional patrol cars |
| | 0 | Increase the number of personnel involved in narcotic and drug in- |
| | | vestigation by no.; |
| | 0 | Paico lovol of traffic enforcement activities of tectical actual in |
| | | Raise level of traffic enforcement activities of tactical squad in areas of high accident rate |
| | | areas or might accident rate |
| | | |

Corrections & Detention

Goal: To improve the detention and treatment of offenders by developing a comprehensive and effective rehabilitation program designed to reintegrate offenders into the community.

A REGNESSA

For Tilistrative Furnment Byportetical Coals Objectives Statement (Excerpt from Colombus, Occ.ets Statement

douls, objectives, Bonardons

Line distributed the

peace; proventiat, property and prisonal liberties by preserving the peace; preventiat ordinances; erpeace; preventiat ordinances; erresponding violators, and consuming community relations programs to restant or and exable servicement in which to work and live.

| Paralla Control of the Control of th | |
|--|--|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

Servertions a December

Goal: To improve the detention and treatment of offenders by descioping a cooprehensive and utreative rehabilitation program designed to ro-

APPENDIX A

| Obj | iec | ti | ve | 25 | |
|-----|-----|----|----|----|--|
| | | | | | |

Programs:

 Initiate and conduct a feasibility study for determining the specific organization, staffing, procedural, program and facility requirements for implementation of an integrated corrections system

Fire Protection

Goal: To reduce the occurrence of fires and minimize fire losses by improving fire prevention activities; by developing increased fire suppression capabilities, and by providing improved fire supporting services in such areas as education, training and communications.

Objectives:

| 0 | Reduce by % the frequency of fires in residential dwellings by |
|---|--|
| | increasing the number of fire prevention inspections in high life |
| | loss risk properties from no. in to no. in Increase the ratio of corrections to violations from 39.7% in |
| 0 | Increase the ratio of corrections to violations from 39.7% in |
| | to% in by conductingno. of follow-up inspections |
| | in fiscal |
| 0 | Seek to increase the installation of automatic sprinklers in high |
| | monetary and life loss risk properties by % |
| 0 | Cinduct no. of fire prevention education and lecture programs |
| | in schools, civic meetings, etc. |
| 0 | Maintain minute average response time to anticipated |
| | fire calls from time of receipt of call |
| 0 | Provide manpower and equipment to furnish gallons per minute of |
| | water on any fire within minute(s) of arrival at fire |
| 0 | water on any fire withinminute(s) of arrival at fire Receive and transmitalarms |
| 0 | Maintain fire alarm boxes (option:phase in radio or telephone |
| | system) |
| 0 | Increase level of fire training by providing an increase of |
| | instruction hours per man week in the municipal fire administration |
| | correspondence course offered by ICMA |
| 0 | Conduct no. of night drills within mercantile and industrial |
| | districts |
| ٥ | Replacemiles of open wire in telegraph fire alarm system |
| | (alternate radio type system) |
| 0 | Establish planned preventive maintenance schedule for pieces of |
| | apparatus |
| 0 | Replaceno. of fire department vehicles which exceed standards |
| | for operation under vehicle replacement policy |

January 10

Parallet of combining all currentions system by analyzing the foast price of the continue and detention facilities and parallet of necessar serious and scope of necessar serious transfer and scope of necessar serious transfer and sorvices and fiscal support

emergora.

Triciate and consuct a tensinglity study for determining the specification restriction, program and facility requirement for implementation of an integrated corrections system

nordsadori enta

To reduce the occurronce of three and minimize fire losses by improve fire prevention activities by improveding increased fire suppression capacitities, and by providing improved fire supporting services are supported to the supporting services.

AUSTINER NO

| P | r | O | q | r | a | m | s | |
|---|---|---|---|---|---|---|---|--|
| | | | | | | | | |

- ° Initiate planning and training programs for home inspection programs by in-service fire companies
- o Fill 3 budgeted positions in fire prevention bureau
- ° Conduct building survey and target hazard installations to determine life and monetary loss risk serverity and frequency of inspections needed
- ° Conduct information and education programs designed to encourage property owners in high monetary and high life loss risk properties to install automatic sprinklers
- o Implement training program in fire prevention cldes, ordinances and
- inspection practices for _____ persons in _____ Establish ____ mobile squads in each station where truck companies ° Establish are located
- Develop fire ground operating procedures by
- ° Conclude apparatus replacement program by
- ° Plan for establishment of adequate training facilities during
- ° Establish and implement planned preventive maintenance schedule for all apparatus during
- first line ladder companies and reassign personnel to Station No.

Emergency Services

To provide an acceptable level of emergency services by increasing Goal: civil defense shelter capacity; by securing adequate regional funding support for emergency medical services; by providing comprehensive emergency medical training, additional facilities and improved operating practices.

Objectives:

- Increase civil defense shelter capacity to ______ persons by
 Increase supplies in shelters to accommodate ______ persons by
- ° Secure complete regional funding support for emergency medical services ° Provide additional ERAS personnel and ____facilities and equip-
- ment in • Expand emergency warning system to cover areas not now covered

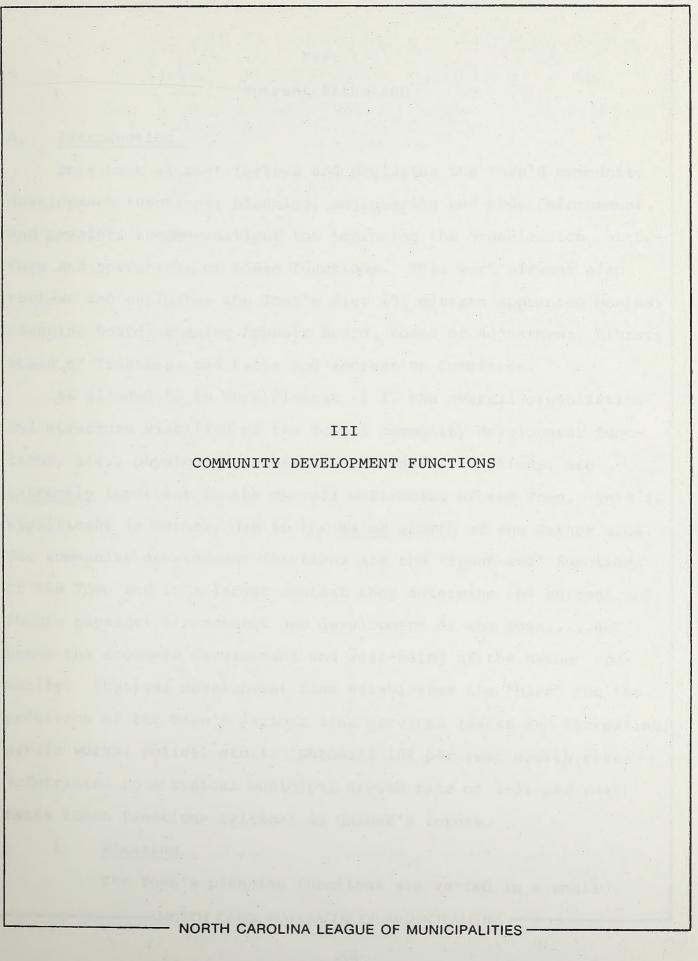
Programs:

- ° Construct new civil defense shelters with provision of adequate supplies and stock
- ° Initiate a series of negotiations with participating governments in four-county region to secure pro rata share of funding support
- Add medical rescue positions
- ° Construct emergency facilities
- Install emergency warning system at locations

A THE STREET AND ADDRESS OF

| of Lengara the folder communies and remasign personnel to | |
|---|--|
| | |
| | |
| | |
| | |
| | |

construct new sivit delens shelters with provision of adequate supplies and though a series of negotiations with participating governments in four-county region to steam at a series of funding support and medical resource positions construct measure series and locations construct measurement sections and locations locations.



111

SHOTE DAMA TRIBOTHER SALVE WELL

Part I

Current Situation

A. Introduction

This work element reviews and evaluates the Town's community development functions; planning, engineering and code enforcement, and presents recommendations for improving the organization, structure and operations of these functions. This work element also reviews and evaluates the Town's five (5) citizen appointed boards; Planning Board, Housing Appeals Board, Board of Adjustment, Library Board of Trustees, and Parks and Recreation Committee.

As alluded to in Work Element # I, the overall organization and structure viability of the Town's community development functions, i.e., physical development and control functions, are extremely important to the overall well-being of the Town. This is significant in Garner, due to the major growth of the Garner area. The community development functions are the "front-end" functions of the Town and in a larger context they determine the current and future physical arrangement and development of the Town....and hence the economic development and well-being of the Garner community. Physical development also establishes the "base" for the provision of the Town's various line services (parks and recreation, public works, police, etc.). Garner's 10% per year growth rate (contrasted to a typical municipal growth rate of 2-3% per year) makes these functions critical to Garner's future.

1. Planning

The Town's planning functions are vested in a small

NORTH CAROLINA LEAGUE OF MUNICIPALITIES .

nailandez mecros

No. Liberto English

The work element seviews and evaluates the Yown's community of the production of the code enforcement. The production of the organization, structure and operation of these lundrions. This work stement also seviews and evaluated the from a live (5) citizen appeared boards; then noted to valuated and the four a live (5) citizen appeared boards; then the four of the communities and found of adjustment, filterey modes of adjustment, filterey modes of adjustment, filterey modes of the communities.

As alluded to in work bisment & I. the overall organization and cructure viability of the "own's community development functions, are sized in the provider to the organization of the Tive. This is a satisficant in darket, due to the exjer growth of the Garner areas an insulticant in darket, due to the exjer growth of the Garner area of the "own and in a larger context they determine the current and the "own and in a larger context they determine the current and truce physical attendents and development of the Town....and hence the economic development also establishes the "base" for the provision of the Town's various time services (parks and recreation provision of the Town's various in a services (parks and recreation public vortes, policy, etc.). Garner's 10% per year growth tote water correspond to darket's toture.

Planting

The Town's plinning functions are vested in a small

professional planning staff which is composed of a Planning Administrator and a temporary full-time Intern. As mentioned in Work Element #I, Overall Structure and Organization, the planning function is organized as part of the Engineering/Planning Department, headed by the Town Engineer. While the Planning Administrator is organizationally under the Town Engineer, this position functionally reports (generally) to the Town Manager. This arrangement works "well" and the Town Engineer and Planning Administrator enjoy an excellent working relationship. Since planning and engineering are linked organizationally, they both "share" (cross-use) assigned operating personnel. This has also worked well and serves to reduce the total number of operating personnel required.

a. Organization

The current organization of the planning function is depicted in Figure 7. The planning function is shown as part of the overall engineering/planning department.

b. Staffing

Staffing for the planning function is composed of one (1) professional planner (Planning Administrator), and one (1) part-time intern.

c. Functions and Procedures

(1) Current Planning

The <u>primary</u> work effort of the planning office is directed toward current planning functions. These functions are primarily physical development in nature and are concerned with the day-to-day review of subdivision plans, site plans, re-zoning requests and the preparation of various planning reports and special

-NORTH CAROLINA LEAGUE OF MUNICIPALITIES

processional planning staff which is composed of planning Advinder proton and a tomposary full-time interior, so planning function meant it, overall iterature and orandization, she planning function is creanized as past at the Englanering/Planning Department, headed by one Your Englaser, while the Planning Administrator is organizationally under the Your angines, this position functionally reporting squerally) to the Irwa Administrator functionally reporting the Town Englaser and Planning Administrator enjoy an excellent work ing relationship. Start planning and angineering are linked organizationally, they both "gnare" (cross-use) assigned operating pursuance of specating parameter wolf and serves to reduce the lotal number of specating parameter and serves to reduce the lotal number of specating parameter and serves to reduce the lotal number of specating parameter and serves to reduce the lotal number of specating parameter and serves to reduce the lotal number of specating parameter and serves to reduce the lotal number of specating parameters and serves to reduce the lotal number of specating parameters and serves to reduce the lotal number of specating parameters and serves to reduce the lotal number of specating parameters and serves to reduce the lotal number of specating parameters.

gandentuspio .

The curvet organization of the planning function is shown as part of the everall envisaging planning function is shown as part of

54131338

Continue to the planning function is composed of the transfer of the continue administrator), and one (1)

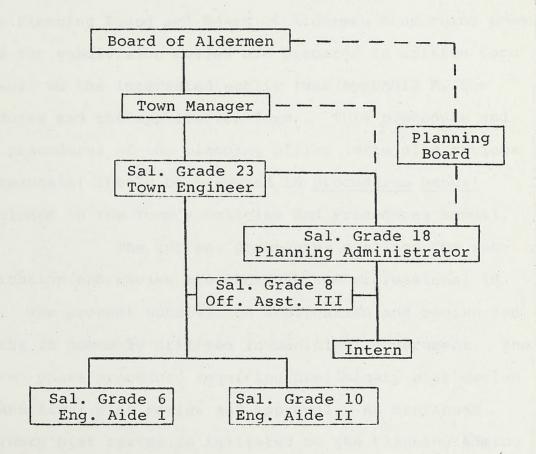
Principles and Procedures

polinesti spessor (c)

The primary work effort of the planning office is directions are primarily physical development in nature and are concerned with the day-to-day review of subdivision plans, site plans, ro-coning requests and the preparation of various plansing reports and special

projects to include annexation reports and studies, surveys, grant applications, and the like.

Figure 7
Current Organizational Structure
Engineering/Planning Department



(a) Subdivision Review

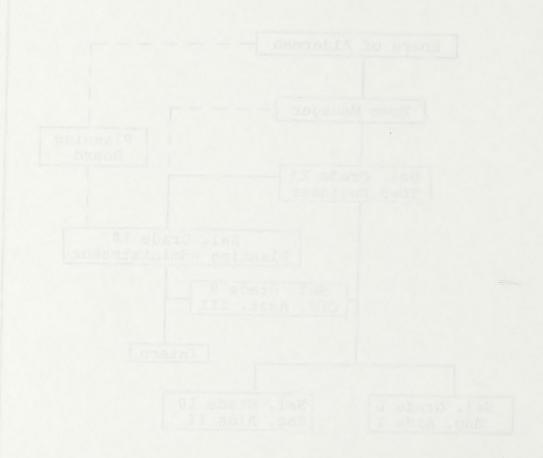
The Planning Administrator works very closely with the Subdivision Review Committee in the review of subdivision plans (Town Engineer, Chief Code Official, Police Chief, Fire Chief, Public Works Director, Utilities Superintendent, and other officials as required). The Planning Administrator is the

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

province to include anneation reports and studies, surveys, itsmi

F state 25

Current organizational Structors Inguneering/Planning Cepaliment



Valve supplied that the

YEAV BUILDY TOTATOBLILLINGS PRIMERY SAN

primary staff coordinator for subdivision reviews; prepares written comments of subdivision plans, forwards subdivision plans to each subdivision committee member, calls committee meetings for review purposes, prepares a summary of such meetings, relates such comments to the developer, prepares recommendations and submits same to the Planning Board, meets with the Planning Board, and finally, meets with the Planning Board and Board of Aldermen concerning same. The procedures for subdivision review are prepared in written form and are available to the interested public (see Appendix B, for general procedures and the application form). This procedure and other primary procedures of the planning office (site plan reviews and rezoning requests) should be prepared in procedures manual format and included in the Town's Policies and Procedures Manual.

The current procedures outlined for subdivision application and review are thorough and professional in
their make-up. The present subdivision application and review and
approval process is commonly utilized in municipal government. The
process is a two-phase procedure requiring preliminary plat review
and approval, and final plat review and approval. As mentioned
above, preliminary plat review is initiated by the Planning Administrator, who coordinates the entire review process including the
review and recommendation by the Planning Board, and, finally, the
approval (or other action) by the Board of Aldermen. Generally, it
takes approximately one (1) month for the preliminary plat review
and approval process; the period of final plat review and approval
will vary, depending on the date of application submittal and the
meeting schedule of the Board of Aldermen.

-NORTH CAROLINA LEAGUE OF MUNICIPALITIES

primary design condinator for subdivision priess written communes of subdivision plans, furward, subdivision plans to each communes of subdivision committee member, calls committee meetings for review property as a such asetings, relates such communes, property as a such as and submits same to the Plansing Board, meets with the Flansing Board, and Finally, write the Plansing Board of Alessands concerning same and are view that the relative review are prepared in written form and are available to the interested public (see Appendix 8, for an and the appendix 8, for the standing to the plansing of the plansing and attention reviews and recorders and the plansing of the procedures and the format and recorders beauty are prepared to procedures manual the current procedures and recorders and the translated for procedures and the current procedures and from sub-

Energ aske-up. The present subdivision application and caview and septoval process is a tro-plate process in assembly exilised in maniphed povernates. The present is a tro-plate process and sported in maniphed preliminary plat deview and sported. As mentioned above, preliminary plat review and sported. As mentioned above, preliminary plat review is initiated by the Planning Administry, who coordinates the sutire neview process including the section and recommendation by the Planning Board of Alderman. Generally, the sported introther action by the Board of Alderman. Generally, it cannot approved intother action in the Board of Alderman. Generally, it cannot approved process; the period of that plat review and approved process; the period of that plat review and approved process; the period of that plat review and approved process; the period of that plat review and approved process; the period of that plat review and approved process; the period of that plat review and approved process; the period of that plat review and approved process; the period of that plat review and sproved process; the period of that plat review and the

Work load activity for subdivision review is presented as follows:

| Activity Subdivision Review | 75/76 | 76/77 | riscal 77/78 | | 79/80 |
|-----------------------------------|-------|-------|-----------------|----|-------|
| -Preliminary Plat | 3 | 6 | 3 | 12 | 15 |
| -Final Plat | 3 | 5 | 3 | 15 | 12 |

The above data indicates that the work load has increased significantly, particularly since 1977/78. The state of the local and the local and

activity can be expected to increase with the high level of growth and development of the Town. With regard to this process, the Planning Administrator and Zoning Enforcement Officer have re-written (final stages) the zoning and subdivision ordinance to shorten the subdivision review and approval process in order to be more responsive to development activity. The recommended process would separate the total process into minor and major subdivision review. Minor subdivision plats (plats with no street dedication, no more than a total of 5 lots, no extensions of water and/or sewer system, no storm drainage improvements needed to serve other lots) would be reviewed and approved by the Minor Subdivision Plat Review Board, composed of the Town Manager, Planning Administrator and Town Engi-Major subdivision plats would continue to be reviewed by the staff with recommendations by the Planning Board, and approval or disapproval by the Town Board. This change would cut the subdivision work load possibly by 60% of the Planning Board and Town Board, and would provide quicker response to property owners with no loss in the quality of the overall process. These recommendations will be

mail tend tectivity for substitution review

Amount first me terramenters

Develor Tella 1971/18 1971/19 1978

CI EL E D L TANGETION

- client place 2 c 3 fg 12

The chave data indicates that the wark

lost that increased algebranchy, parkinglarly slice 1977/78. This seciety can be expected to increase with the bind level of growth

elstry-es such sections incressed totales totales the successful have see-write

return stages the coming and acidityletes arrived to shorter the

save to design the spinorest process in dider to more respect.

rate ins sets coloses and major and major entitled review.

chan a total of 5 lots; no extensions of water and/or sauct system

ed bilbow (estal rente muna ha baham atnamiverant aparlies muse m

represent and supresent by the Minor Subdivision Fire seview Boards

the via Bayalval ad of anallana blace stole not subton to be reviewed by the

Noit with recommendations by the Disming Board, and approval or

distripressal be the form Board, This change yould but the subdivision

de , breek myst bas brood palmels all to \$00 ye yidesen had show

no sect on white stands of the section of the secti

presented to the Planning Board and Board of Aldermen. The proposed changes in the subdivision review process as outlined above are https://doi.org/10.1001/journal.org/<a> This will provide a more efficient mechanism for dealing with this highly growth-oriented activity.

(b) Site Plan Review

Site Plan Review is also coordinated by the Planning Administrator. Site plans are required for all new construction except for one or two family dwellings. The Planning Administrator receives the application and plans and forwards site plans to the site plan review staff (Town Engineer, Zoning Enforcement Officer, and Chief Code Official). Each staff member reviews and critiques the site plans and forwards their comments to the Planning Administrator who synthesizes such comments for distribution to the applicant/developer, Planning Board and Board of Aldermen. The Planning Administrator subsequently presents the plan and staff recommendations to the Planning Board for their review and recommendation. Finally, Planning Board and staff recommendations are presented to the Town Board for review and approval, or other action. This process takes a minimum of four (4) weeks. The major phases and procedures for site plan review are also documented in procedure format (see Appendix C). Such procedures should also be incorporated in the Town's formal policies and procedures manual.

The staff is also proposing changes to the site plan review process (somewhat similar to the subdivision review process) which would provide for administrative approval of smaller site plan developments (under 1-2 acres where site plan require-

programment to the Planning Loated and Board of Alderson. The
proposed contract to the substitution review process as qualified

consulant vot dealing with this highly growthe a more difficient

(a) file Winn Review

Site Winn Review is also recruited by

Site Winn Review is also recruited by

Site Winnerworther except for one of the Santity Swellinger. The Plan
size Winnerworther except for one or two Camily Swellinger. The Plan
size plans to the site plan review staff (Town Englanger, Zoning

Troumment Officer, and Chief Code Officiall, Each distinguistant commons to the Planning Administrator why synthosizes such commons to the Planning Administrator why synthosizes such commons for distribution to the applicant/developer, Planning Hourd and board of Alderson. The Planning Administrator subsequently presents the plan and staff recommondations to the Planning Sense for Ebdir Tester and recommondation, Planning Planning Sense for Ebdir Tester and recommondation, Planilly, Vienning Sense for Ebdir Tester and recommondation, Planilly, Italian Sense and the Tester action, Phase of the Planning Sense and the Tester and the procedure of the Process of the Sense and the Sense and the Sense and Sense sense sense and Sense sense sense and Sense sense sense and Sense se

The second police and procedures manual,

nice plan review occors (somewhat similar to the subdivision review process) which would provide tor administrative approval of smaller site plan developments (under 1-2 more site plan require-

CALTUMICENCE OF MUNICIPALITIES

ments can be met). Under this process the same review process by the staff would be continued with administrative approval signified by the issuance of a zoning permit for those plans meeting ordinance requirements. This procedure would place more responsibility on the administrative staff and would reduce the overall work load (possibly by one-third) of the Planning Board and Board of Aldermen. The above recommendations are tentative at present and have not been presented to the Planning Board. site plan review work load is running about even for 1979 and 1980 (20 site plan reviews for 1979 and 21 reviews (to date) for 1980). It is also highly recommended that the above recommendations by the staff be implemented. This would provide quicker response to the public with the maintenance of appropriate control over the site plan review process.

(c) Rezoning Applications

Rezoning applications are handled entirely by the Planning Office. Applications are filed with the Planning Administrator. This process takes approximately six (6) weeks. The following major steps are involved in rezoning applications:

- Application Submission (by 5th working day of the Month A)
- Advertisement and Notification
- Public Hearing (1st Monday of Month B) Planning Board Recommendation (1st Wednesday after 2nd Monday of Month B)
- Board of Aldermen Decision (following Tuesday of Month B)

The test of the math. Under this process the new review process by the staff would be sentimed with administrative approvat countified by the iscusnow of a tening people for inche plans more newting ordinates requirements. This procession would plans more requirementality on the administrative shaff and would reduce the responsibility on the administrative shaff of the Flansing Stard overall work lead (possibly by energhical of the Flansing Stard of all search at Alderman. The above recommendations are tentative at seasons and there are to been processed to the Plansing Stard. The start plan review work load to running about even for 1979 and 1990. The law site plan review work load to running about even for 1979 and 1990. The start plan review work load the shows few decembers for 1980, the start of implication of the shows few control only the time plan review process.

(c) magazing applications

Britoning applications are handled eqtirely

to the Planning Office. Applications are filed with the Planning

Application Submission (by oth working day of the Month A)
Advartisement and Notification
Fablic Hearing (lat Monday of worth E)
Election Foard Recommendation (lat
Weensader after 2nd Wonday of Month E)
Board of Aldermo Dadision (foilowing

The present process (see Appendix D) is well-documented in procedure form. Such procedures should be incorporated into the Town's policies and procedures manual. Work load activity for rezoning requests are up approximately 100% in the last two (2) years (13 in Fy 75/76; 11 in Fy 76/77; 10 in Fy 77/78; 28 in Fy 78/79, and 22 in Fy 79/80). Rezoning requests are the least time consuming (in terms of work effort required) of the three (3) major current planning processes (subdivision review, site plan review and rezoning request). The Planning Administrator maintains the Town's official zoning map and updates same as changes are approved.

(2) Advanced Planning

The second major function of the planning office is advanced (future) planning. This consists of the "front-end" work of the planning process, i.e., preparation and development of the Town's long range physical development plans and programs. This work activity consists of such long range planning activities as the Town's comprehensive plan (land use plan), long range thorough-fare planning, master parks and recreation planning, community facility planning, capital improvements programming, housing assistance, development standards, and other physical development plans. The Town is presently in the process of revising or updating many of its long range plans (including the Land Use Plan) while others are in need of basic development such as a master parks and recreation plan. The Town's five-year capital improvements program (CIP), as mentioned earlier, is in the process of being revised. This program should be up-dated annually and co-

as in elemand and ammond ammer and

compared to provide the state and procedures manual. Nork to the test to the test of the second seco

entonals backerin (c)

the received major function of the planning office

vort of the playing process, i.e., preparation and development of the "Dunc's long range physical development plans and programs.

The vork extivity consists of such long cange plansing activisies as in row's comprehensive plan (land use plau). long range thorown—tark plansing, masks parks and iscreation plansing, commently feetility plansing, dapital improvements programming, bousing mently feetility plansing, dapital improvements programming, bousing assistance, development standards, and other physical development plans. The from is presently in the process of recising or updating ment of the long range plans (including the land use rian) dating ment of the long range plans (including the land use rian) parks and recipiton plan. The Town's five-year cepital improvements program (CTP), as mentioned earlier, is in the process of being revised. This program should be up-dated invusity and co-baing revised. This program should be up-dated invusity and co-baing revised. This program should be up-dated invusity and co-baing revised.

ordinated with the long range planning goals of the Town. The five-year CIP, which is proposed as a responsibility of the Assistant Town Manager for Administration, should be coordinated with the Planning Administrator to determine that same is based upon the long range physical planning goals and objectives of Garner.

The Planning Board, which is primarily utilized in a review and recommendation capacity for current planning (subdivision review, site plan review, and rezoning applications) has been and should be utilized in a review and recommendation capacity as the Town modifies, changes, and/or adopts new long range plans and programs. The Planning Administrator and staff should meet and interact with the Planning Board during both the plan formulation phase (plan goals and objectives), plan development phase, and plan implementation phase. This provides important citizen input into the planning process.

(3) Other Duties and Functions

The planning office performs numerous other duties and functions to include preparation of the monthly report; special projects from the Town Manager; grantsmanship functions (community development, 701, Ceta grants and the like); staff support to the Garner Planning Board; preparation of the Planning Board agenda and materials; responds to citizen questions and concerns as related to planning, zoning and development, and speaking before public groups on planning related matters as requested.

d. <u>Inter-Intra Departmental Relationships</u>

The <u>primary</u> work relationships of the Planning Ad-

ministrator are with the Town Engineer (with regard to subdivision and site plan review); Inspections (Chief Code Official and Zoning Enforcement Officer) pertaining to subdivision and site plan review and coordination of general informational requests from the public (such as the development of a particular site, permitted uses, and the like); and the Planning Board and Board of Aldermen for subdivision review, site plan review, and rezoning requests. Areas of work overlap exist between the Zoning Enforcement Officer and Planning Administrator, in the servicing of information requests and concerns from the public. For example, questions concerning permitted uses (what can a developer do with a particular site) are responded to both by the Zoning Enforcement Officer and Planning Administrator. The Planning Administrator generally handles questions concerning development and site plan matters while the Zoning Enforcement Officer handles questions concerning special uses as well as site plan matters for special uses. Both officials endeavor to keep the other informed on such coordinative matters.

Overall, the present planning function is performed and carried-out in a very professional manner.

e. Staffing Needs

Currently, planning staffing includes the Planning
Administrator and a Planning Intern. The Intern position is temporary full-time (authorized for the first time this year) and is
utilized for such projects as updating the land use information
package, cataloging survey results and topical research. The Town
utilizes consultants (when needed) for specialized planning projects

where professional knowledge and expertise is required. example, consultants could and have been utilized in such specialized areas as parks and recreation, thoroughfare planning, growth and annexation, and the like. This is the preferred practice, particularly at this time since the addition of a professional staff planner would not possess all the needed skills within a variety of planning disciplines. The Planning Administrator utilizes the department secretary for typing, clerical, office management and some technical purposes, and the Engineering Aides for various technical services. It is estimated that the Planning Administrator utilizes the departmental secretary approximately 60% of her time and the engineering aides some 10-15% of the total time of these positions; the remaining time of the secretary and engineering aides is devoted to engineering duties and functions. Present staffing is generally adequate. An additional full-time technical staff person (Planning Technician) will be required within the next 1-3 year period, assuming the current rate of development. This position would provide base technical assistance to include drafting work (mapping presentations, drawings), data collection, data synthesis, and other technical routines of the planning office. Presently, this work is being done by the Planning Administrator, departmental secretary and engineering aides. As work load increases, the present arrangement will not provide a sufficient level of work.

f. Garner Planning Board

The legal base for the Garner Planning Board is contained in Section 11 of the Town's Zoning Ordinance. The Planning Board consists of seven (7) members (including the Chairman), five

(5) of whom must reside within the Town limits, and three (3) members who must reside within the extra-territorial jurisdiction of the Town. The Town Board appoints the five (5) Town members and recommends three (3) extra-territorial members to the Wake County Commission for appointment. The membership serves three (3) year terms. The Planning Board generally meets twice per month; the regular monthly meeting and one (1) meeting with the Town Board. The Zoning Ordinance specifies six (6) powers and duties of the Planning Board, as follows: (paraphrasing generally)

(1) Studies

The Planning Board is required to make studies of present conditions and probable future development to include such studies as land use, population, economic studies, school, parks and recreation, annexation, housing, traffic and parking, and various other studies.

(2) Plans

The Planning Board is required to formulate and maintain a comprehensive plan which may include various component parts such as land use, major thoroughfare plan, utilities, economic development and recreation.

(3) Powers of Review

The Planning Board may review and make recommendations to the Board of Aldermen on a host of physical development matters to include "the extent, location, and design of all public structures and facilities, on the opening changes to streets and other public ways, on the construction, extension, expansion, or abandonment of utilities whether publicly or privately owned and on

It may most result within the owis-territorial juiledinion (s)

of the term, the new most quantum the five IS) Town memoers and

commands them it extra-territorial manimists to the wake Crunty

commands them it extra-territorial manimists to the wake Crunty

commands them its extra-territorial manimists to the wake Crunty

them. The spending manifest quantity maste twice per months the

contain memoris envilor and one (i) meeting with the Town Board.

The sening ordinance energies wis (g) posess and duties of the

Planning board, as followed learning generally:

The sening ordinance energies is graphing generally:

Charling the standard personal and the senited to make studies

of crusts conditions and procession, economic attaches, school,

contains and recreation, annotation, bousing, craftin and passing.

and mainteain a concentration of in which may include various boxposition parts again on 1000 deep major thoroughfore plan, util "les acchemic soutions in minimalian

purpose solam bas waters you brack patencial sol

sendacion; to the draw of Alderica on a boat of pajdical levalermedic marcars to include 'the extent, location, and doming of all
mablic sequences and tacilities, on the openion changes in streets
and other public vays, on the construction, exceeding or expension, or
abundances of veilling whether publicly or privately sinul and on

matters pertaining to zoning and the subdivision of land."

(4) Miscellaneous Powers and Duties

The Planning Board "may conduct such public hearings as may be required to gather information necessary for the drafting, establishment and maintenance of the comprehensive plan."

(5) Annual Report

The Planning Board in June of each year must submit an annual report of its activities to the Board of Aldermen for the previous year.

(6) Authority to Make Recommendations on Amendments

The Planning Board has the authority to review and recommend the approval of any application for an amendment to the text, schedule of regulation, or Official Zoning Map of the Zoning Ordinance. The Planning Board is authorized to require that the applicant for an amendment to the Ordinance submit evidence concerning ingress and egress to the property, off-street parking and loading areas, refuse and service areas, utilities, screening and buffering, signs, required yards and open spaces, and general compatibility with neighboring uses.

The Planning Board has the authority to require environmental impact statements. The Zoning Ordinance states, "In any matter normally requiring Planning Board review and involving a major development project in an environmentally critical area, as defined on the environmentally critical areas map, by a private developer or special purpose unit of government, the Planning Board may require, under authority of the North Carolina Environmental

Policy Act of 1971, and in order to promote the objectives of this Ordinance, a statement of anticipated environmental impact. Prior to this recommendation of the Planning Board and/or the issuance of any building permit or certificate of compliance related to said project, the private or governmental developer may be required to submit a detailed statement setting forth to the fullest extent possible:

- (a) the environmental impact of the proposed projects;
- (b) any significant environmental effects which will occur should the project be implemented;
- (c) measures proposed to mitigate negative effects that may occur;
- (d) alternatives to the proposed action.

A major development shall include shopping centers, subdivision and other housing projects and industrial, commercial, institutional, or public works projects; however, a major development project shall not include any project of less than two (2) contiguous acres in extent, or structure, or structures of less than 500 square feet in gross floor area. The term environmental impact, as used in the context of this section, shall include any changes, positive or negative, in the social, economic, or natural surroundings of the Town of Garner which may result from implementation of this project."

The Zoning Ordinance states, with regard to recommendations of the Planning Board, "In the case of any application for any proposed amendment to this Ordinance for which a recommendation of the Planning Board is required, such recommendation shall be made within 60 days after the first meeting at which the

complete application or proposed amendment is considered by the Planning Board. If no recommendation is made within the required time, the application or proposed change will be automatically referred to either the Board of Adjustment or Board of Aldermen, as appropriate. Such automatic referral will constitute neither approval nor disapproval of the application or proposed amendment. An extension of the required time may be permitted with the consent of the applicant. If an Environmental Impact Statement is required, the applicant shall have an additional 90 days for the preparation of such statement after the date of request by the Planning Board, and the Board shall have 60 days from the date of its submission to make its recommendation as provided above."

As indicated earlier in this section, the Planning Board should be utilized (in addition to its present review and recommendation functions) in a "larger" or "expanded" role to include input into the formulation of current and long range plans and studies. Current or potential studies of major significance would include the revision of the zoning and subdivision ordinance; the growth policy issues raised by the recent growth and annexation study; the development of alternative housing forms; and recommendations with regard to changes in current "development standards" (street size, ROW's curb and gutter requirements, etc.). The staff is presently reviewing the Town's current development standards with the view of strengthening same. The current legal powers and duties of the Planning Board are sufficient to enable the board to function in an expanded role.

2. Engineering

a. Organization

The organization structure of the engineering office is presented in Figure 7. As indicated earlier, the engineering and planning functions are organized as part of a combined department headed by the Town Engineer.

b. Staffing (and Staffing Duties)

Staffing of the engineering office is composed of the Town Engineer, and two (2) engineering aides (1, Engineering Aide I, and 1, Engineering Aide II). These three (3) positions serve principally in an engineering capacity. The departmental secretary provides the secretarial and clerical services for the combined engineering/planning department. This position (as indicated earlier) is utilized some sixty (60%) percent in a planning related capacity and some forty (40%) percent in an engineering related capacity. The two (2) engineering aides serve principally in an engineering capacity, however, they provide some technical services (drawings, mapping, etc.) as required, for the Planning Administrator. Assuming separate planning and engineering offices, possibly one and one-half (1 1/2) new positions (secretarial and technical) would be required. The principle duties of the engineering personnel are shown as follows:

(1) Town Engineer

The Town Engineer is the head of the department and provides daily supervision (principally) over the engineering related personnel. The current high growth and development rate of Garner has imposed severe strains upon the current limited engineer-

كالترويلات التكافيات

princed by the character and the acceptance of the contract of the

-Unique Denishing & To dang me best upper and sould until of a combined departure.

Pasiting politicals bank had been

the law Erginess and red 12) ouglosering andes (1, Engineering alle law Inc. 1 postations and a 1 postations of the 1 postation of the 1 post

Bus Isizsienchal andistron was (SVI I) Misirene but one violates
-igne eds to selicut eiglichtes aus all abertugs ad bibes (Aprinise

shallo, so means was remarked but read by

THE REAL PROPERTY AND ADDRESS.

portrained and to been an are tylinging or the application of the appl

ing staff. The Town Engineer is the only registered professional engineer of the Town. Current engineering demands requires an excessive number of man-hours of work for one (1) individual. The primary current work involvement includes providing technical assistance and coordination of engineering and construction in connection with the Town's continuing annexation programs; coordinating a 5-million dollar package of water capital improvements (Southern Wake Water District) to serve the Town's water needs over the next 15 years; coordinating the engineering and contracting work for the Town relative to the 201 wastewater system (6-million dollar program); coordinating the Town's streets and thoroughfare program (inter-City program) which requires working with Raleigh and Cary in securing funding for the program (this is a 20-year program of streets and thoroughfare needs); coordinating the Town's annual budgeted program of street and utility improvements (which requires design work, coordinating with contractors, and working with the Public Works Department for force account work); reviewing subdivision and site plans (as discussed in the planning work element); and coordinating construction inspection particularly for developer initiated projects and also when utilizing private contractors for construction work. It should be noted that the Town Manager generally handles land acquisition for development programs and is heavily involved in the coordination (with the Town Engineer) relating to the above mentioned development programs.

(2) Office Assistant III

This position serves as the departmental secretary and serves both the planning and engineering offices. For planning, this position serves as secretary to the Planning Board, attends meetings, takes minutes, types the minutes, coordinates and prepares the agenda package including all appropriate agenda items; assists in preparing map presentations using some drafting equipment. This position also does the typing and correspondence for both the Planning Administrator and Town Engineer, sets up and maintains the departmental files, takes phone calls and routes or handles same, establishes and maintains a map file system, compiles the monthly activities report, exercises project control for the professional staff and keeps the staff abreast of deadlines and target dates; and performs other general office routines. The present office Assistant III (incumbent) performs some technical functions (mapping presentations and the like) that would not normally be required of a secretarial position. The work load of the Office Assistant III (as indicated by the present incumbent) appears to be consistently light at the end of the month.

(3) Engineering Aides

The Engineering Aide I primarily serves in a draftsman capacity and as the instrument man on a survey party.

The Engineering Aide II serves as the survey party chief (which is generally composed of three (3) men, the Engineering Aide I, one (1) person from public works, and the Engineering Aide II) and is responsible for field survey work (accumulating data from field designs) and performs simple design work. The engineering aides

This provides the description of the departmental

The Soulde wine Alos I passarily sorved in a

driftsman capacity and on the languages man on a survey party.

The Engineering Aids II serves as the survey party chief twoten is generally composed at three (3) man, the Engineering Aids I, one (1) second from public works, and the Engineering Aids II) and is restrained by the last treat chief the treatment of the from field designal and party curvey work (accommandating data from field designal and party carries simple design work). The engineering alder

are responsible for office and field duties to include construction inspection (for contract and developer initiated improvements), elevation work, location work on existing facilities, locating easements, and other field duties. Office duties include engineering drawings and simple designs, updating base maps, planimetric maps, sewer system maps, Town limit maps; and the preparation of re-zoning maps, updating the zoning map and base maps, and posts zoning changes and prepares map presentations for the Planning Administrator. Work for Planning Board meetings generally receives priority.

c. Functions and Procedures

The primary functions of the engineering office are shown as follows:

(1) Providing Technical Assistance In Connection With The Town's Continuing Annexation Program

Construction cost estimates and the annexation map are prepared for the various annexation reports (Loop Road, K-Mart, Westn Road Annexation) of the Town. Based upon a recently published growth and annexation report, the Town will be heavily involved in annexation for the next foreseeable future, possibly one annexation every three (3) years. This is due, of course, to the heavy growth of Garner and the entire Wake County area. When annexations are authorized by the Town Board, for large projects, consulting engineers are utilized to do the design work and contractors are utilized to do the construction. A major work effort of the Town Engineer is the coordination of the work of consulting engineers and contractors. Construction inspection is performed by the consulting engineering firm.

See Forgunation for office and Isympton to include Construction

Intraction for sentials and isympton contitues incorporation,

Justice cont. Inculture wast in exception factifities, include engineering

Continue and since first decime. Office dates include engineering

Activities and since distinct was and the propersion of forsoning

The sential map. Such limit same maps, and posts another channel

The sential continue was set the propersion of forther and preparation of greaters. North

And prepares one presidenticular for the planning Auministrator. North

Low Planning Western and Continue Conti

ser begand has thedered

the primary temptions of the enquesting office are

against the more to

Provided Verholes Ansietenes in Connection

Control on control entitles and the analysis

The second state of the Committee and controlled some second seco

The Town is (and will be) involved in major capital improvements programs for the next foreseeable future.

This includes a major water system program in conjunction with the Southern Wake Water District (includes 6 municipalities in southern Wake County). This program (5-million dollar program for Garner) is concerned with the provision of water services through the 1995 time period. This requires the coordination of consulting engi-

neers (for design work) and contractors for actual construction.

For consulting engineers, this includes coordination with the engineers on Town requirements, materials, approves payments and resolves problems on a continuing basis. For contractors, including subdivision work, this includes visiting construction sites daily, resolves problems, approves payments, etc. This also includes a major 201 wastewater program (6-million dollar program) for Garner. The design for the system is presently 60-70% complete. Construction is scheduled possibly in March - April of 1981. The Town Engineer also coordinates with the municipalities of Raleigh and Cary with regard to street and thoroughfare improvements for a coordinated street and thoroughfare network.

(3) Coordinates (Including Design Work For) Budgeted Street, Utility and Other Improvements

The Town currently has budgeted some \$252,318 for internal street and utility improvements. Such projects are either performed on a contract basis or they are performed by force account (Town forces). The Town Engineer (for contract work) prepares the contract, specifications, secures bid approvals, lets the

(2) Coordinating Major Capital improvement Program

The Your is (and will be) involved in major

espisal improvements programs for the next foreseesble future.

This includes a major water system program in conjunction with the Southern Make Water District (includes 6 municipalities in southern Make County). This program (5-million dollar program for Garner) is somewhat with the program of water services through the 1905 to somewhat of the coordination of consulting engineers (for design work) and contractors for actual construction.

netion with the engineers on Your requirements, materials, approves payments and receives problems on a continuing basis. For contractors, including embdivision work, this includes visiting ponstruction sites daily, rescrives problems, approves payments, etc. This site includes a major 201 vastewater program (6-million dollar program) for Garner. The design for the system is presently 60-708 complete. Construction is scheduled possibly in March - April of 1981. The Town Engineer also coordinates with the municipalities of saleign and Cary with regard to street and thoroughfire improvements for a coordinated direct and thoroughfire nearces.

(3) Coordinates (Including Design Work Por) Buddate-

The Town currently has budgeted some \$250,318

for internal street and utility improvements. Such projects are elever performed on a contract basis or they are performed by rorce eccount (form forces). The Youn Engineer (for contract work) prepared the contract, specifications, secures bid approvals, letches

ments to contractors, resolves problems and the like. For force account work the Town Engineer is responsible for design of projects, field surveying, data gathering, and monitors such work in conjunction with the public works personnel. For resurfacing work (by contract) the Town Engineer prepares plans and specifications for bid, and administers the contract to include construction inspection (as required), monitoring materials used, resolves problems, and approves payments to contractors. For sidewalk construction (by contract) the Town Engineer is responsible for the same procedures as in resurfacing. The Town Engineer is also responsible for coordinating (including design work) contract administration for various other construction projects as authorized by the Town Board.

(4) Reviews Subdivision and Site Plans

The Town Engineer functions as a key member of the subdivision and site plan review committees (staff committees). This includes meeting with the Planning Administrator and other officials as required. The Town Engineer meets with the Planning Board and Board of Aldermen as may be required to explain various engineering and technical considerations of development plans.

The primary procedures of the engineering office should be formalized into procedure format and incorporated into the Town's policies and procedures manual. In addition, it would be highly desirable to depict praphically (preferably in the Council Chamber) a Project Status Control Board for use in displaying the various approved capital projects/studies for

contract, monitors the contract during conderaction, approves paymones to contractors, resolves problems and the like. For force account work ton Town Haginess is responsible for design of projects, it is surveying, data gathering, and monitors such work in contraction with the public works personnel. For resurfacing work (by contract) the Town Angleses piene and specifications for bid, and administers the contract to include construction insection (as required), monitoring materials used, resolves problems, and approves payments to contractors. For sidewalk construction (by contract) the Town Engineer is responsible for the same procedures as in resurfacing. The Town Engineer is also responsible for the same procedures of intering functions projects as authorized by the fown braids.

(a) Noviews Subcivision and sire Plans

The Town Engineer functions as a key member of

the amplitudation and alterplan review countetees (start committees)

This includes new Line With the Flancing Administrator and other

of Flois as sequired. The Town Engineer wests with the Planming

court and insert of Alderman as may be required to explain various

angineering and technical considerations of development plans.

office should be formalized into procedure formet and incorporated into the fown's policies and procedures manual. In addition, it would be highly desirable to depict praphically (preferably in the Council Chamber) a Project Status Control Board for use in displaying the various approved capital projects/studies for

control and information purposes. Such information would be helpful in Town Board deliberations in order to determine the total
impact of projects and studies as well as to determine progress,
target dates and the like, in carrying-out projects and studies.
Various information elements should include project name, project
leader, authorization date, current status (phases or stages and
projected completion dates), expected project completion date, and
other information elements that may be desired.

d. Staffing Needs

The current (and expected) growth of the Town will require that staffing additions be made to the engineering staff. The minimum (required) staffing needs, within the next 1-3 year period, include one (1) Staff Engineer (Salary Grade 17) and one (1) Engineering Aide III (Salary Grade 13). The Staff Engineer (graduate engineer with 1-2 years experience) would be responsible for various engineering studies, contract administration, coordination with other municipalities, design work, and would direct the Engineering Aides (as required). The Engineering Aide III would be responsible for the field survey party, would perform field design work, storm drainage calculations, provide support on subdivision and site plan review, do cut and fill work, property surveys, and various other technical functions. The significance of this position is indicated by the heavy workload for technical engineering field data being generated by the current high level of subdivision improvements under construction.

Assuming the Town elects to combine the community development functions as recommended in Work Element # I, Overall

control and information purposes. Such information would be helpind an four Board deliberations in order to determine the total
impact of projects and studies as well as to determine progress,
terget dates and the like, in carrying-out projects and andies.

Victors information elements about disclude project name, project
leader, authorization date, current status (phases or stages and
projected completion dates), expected project completion date; and
other information elements that may be desired.

about noill 10 .6

The current (and expected) growth of the Town will require that staffing additions be made to the engineering staff. The minimum (required) staffing nests, within the next 1-1 year period, include ome (1) Staff Engineer (Salary Orade 17) and one (1) Engineering alde VII (Salary Grade 13). The Staff Engineer (1) Engineering alde VII (Salary Grade 13). The Staff Engineer (graduate engines; with 1-2 years experience) would be responsible for verious engineering etudies, contract suministration, coordination with other municipalities, design work, and would direct the Engineering Aides (as required). The Engineering Aide III woold be responsible for the field survey party, would perform would design work, storm drainage calculations, provide support on the field design work, storm drainage calculations, provide support on subdivision and site plan raview, do out and fill work, property surveys, and various other technical functions. The significance engineering field date being generated by the corrent high level engineering field date being generated by the corrent high level of subdivision improvements under construction.

Assuming the Your elacts to compine the community

Organization and Structure, one (1) staffing option would be to reclassify the Town Engineer position to Community Development Director and Town Engineer (Salary Grade 25) and to create a new position of Assistant Town Engineer (Salary Grade 19) to head up the engineering office (in lieu of the Staff Engineer), and the Engineering Aide III. This would allow the Town to implement the reorganization with minimal cost over present (existing) staffing needs. The other staffing alternative would be to leave the present engineering staffing intact and to employ a community development director to head up the proposed new department. Under this alternative the engineering staffing needs (mentioned earlier) would still be prevalent. The first staffing option is the preferred alternative (considering cost and justification) for reorganization.

3. Code Enforcement

The Code Enforcement Department is responsible primarily for the enforcement of the various State Codes (Building Code, Residential Building Code, Electrical Code, Plumbing Code, Air Conditioning, Refrigeration and Ventilation Code); various Town Codes and Ordinances (Zoning, Minimum Housing, Nuisance Abatement, Floodway, Septic Tanks, etc.); and the Federal Energy Restriction and Temperature Program. This department is responsible for enforcement functions both within the Town and its extra territorial jurisdiction. Two (2) citizen boards are utilized in carrying-out the functions of this department, the Board of Adjustment and Housing Appeals Board.

regiserity the Town Engineer position to Community Development provided to Town Engineer (Calary Grade 25) and to create a new position of Absistant Town Engineer (Salary Grade 19) to head up the engineering office (in lies of the Staff Engineer), and the angineering Aids III. This would allow the Town to implement the communication with midded cost over prosent (existing) staffing meets. The other staffing alternative would be to leave the occasent engineering attention attention, the proposed new department. Under this alternative view milwhering staffing needs (mentioned earlier) would ethil in provident. The first staffing option is the pier organization of this alternative (considering cost and justification) for re-

Jasesonoies ebou

The code Aniorcoment is responsible primarily for the enforcement of the various State Codes (Building Code, Air Assidential Building Code, Staterical Code, Plumbing Code, Air Conditionion, Scineration and Ventilation Code); verious Town Codes and Ordinances (Zoning, Minimum Bousing, Noisance Abatement, Ploodway, Sapite Trake, etc.); and the Tederal Energy Restriction and Temporature Program, This department is responsible for encorement functions both within the Town and its extra territorial Jurisdiction. Two (2) citaren boards are utilized in darrying-out the Town and of Adjustment and

a. Organization

The current organization of the Code Enforcement Department is presented in Figure 8.

b. Staffing (and Staffing Duties)

The staffing of the Code Enforcement Department consists of the Chief Code Official, Office Assistant II, Zoning Enforcement Officer, and Minimum Housing Inspector. The Town contracts for the provision of electrical inspections.

(1) Chief Code Official

The Chief Code Official heads up the department and is responsible for the operations of this department. The primary duties and responsibilities include the supervision of all assigned personnel; the conduct of various technical inspections to include building, plumbing, mechanical inspections; supervision of the contract electrical inspector; functions as a member of the subdivision review and site plan review committees (as required); reviews construction plans and drawings for conformance with appropriate codes and ordinances; meets with the Board of Adjustment, and Housing Appeals Board and presents technical data, recommendations and counsel and advice as required; and makes recommendations for the revision of the Town's various enforcement related codes and ordinances including the zoning ordinance. The Chief Code Official generally spends approximately six (6) hours in the field (conducting inspections) and two (2) hours in the office during the spring and summer. During the winter months, approximately four (4) hours (average) are spent in the field and four (4) hours in the office.

Organii zatlen

The current organization of the Code Enforcement

.B sample at between the arometers B.

b. Seattion (and Statisting Ducines)

The staffing of the Codu Enforcement Department

Constate of the Chirf Code Official, Office Assistant II, Zoning Enforcement Office, and Minimum Newsloa Inspector. The Youn contracts for the provintion of electrical inspections.

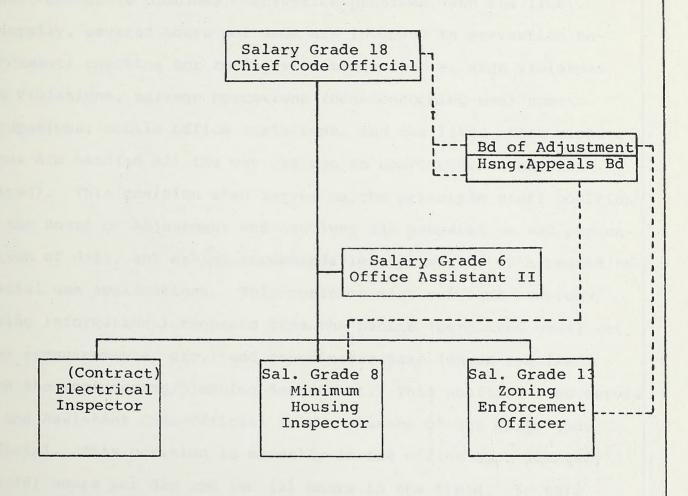
fainting spon lanco (d)

The Chief Code Official heads up the department

and is responsible for the operations of this department. The primary dotice and responsibilities include the supervision of all assigned personnels the conduct of various rechnical inspections to include building, plumbing, mechanical inspections; supervision of the contract electrical inspector; functions as a member of the succine contract electrical inspector; functions as a member of the succine contract electrical inspector; functions as a member of the succine construction plans and drawings for conformance with appropriate construction plans and crawings for conformance with appropriate construction and represent four and structure as required; and makes recommendations for and counsel and advice as required; and makes recommendations for the revision of the rown's various enforcement related ordes and notices included approximately six (6) hours in the office during the spring denerally spends approximately six (6) hours in the office during the spring and surmer. During the winter months; approximately four (4) hours and surmer. During the winter months; approximately four (4) hours and surmer. During the winter months; approximately four (4) hours

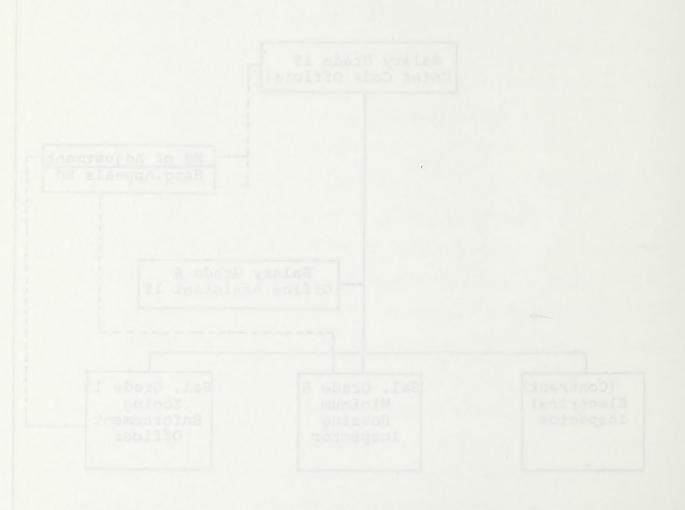
Figure 8

Current Organizational Structure Code Enforcement Department



S. Bride W.

Current Organizations Structure Code Unioxcenent Deportment



(2) Zoning Enforcement Officer

The Zoning Enforcement Officer is primarily responsible for zoning administration and enforcement functions. Zoning enforcement involves servicing complaints (primarily) such as nuisance abatement (trash problems, abandoned vehicles, septic tanks, mosequito problems, sanitation problems, and the like). Generally, several hours per week are involved in prevention enforcement; checking for zoning violations such as sign violators, use violations, salvage operations (non-conforming use) home occupations, mobile office violations, and the like. Such violations are handled all the way through to court cases (where re-This position also serves as the principle staff position to the Board of Adjustment and involves the preparation and presentation of data, and making recommendations primarily with regard to special use applications. This position also services numerous zoning informational requests from the public (permitted uses, set back regguirements, etc.) and coordinates same (where required) with the engineering/planning department. This position also serves as the Assistant Code Official in the absence of the Chief Code Official. This position is normally in the office approximately six (6) hours per day and two (2) hours in the field. In this respect, the Zoning Enforcement Officer is generally in the office (to provide supervision) while the Chief Code Official is in the field conducting inspections.

(3) Office Assistant II

This position serves as the primary clerical position for the department, taking the appropriate permit applica-

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

The Taming Unicecement Offices is primarily

(3) Office Assistant (E)

This position serves so the princey elerical

position for the department, taking the appropriate profile

tions, sees that same are properly filled out, plans are checked, and that permit fees are paid. This position types up the permit, prepares the inspection folder with all appropriate materials, and sees that the various inspections are properly recorded and acted upon. This position prepares all departmental records and reports and processes various inspectional records as required. This position is the secretary to the Housing Appeals Board, attends meetings, types minutes of such meetings, and processes the required materials. This position handles all typing, correspondence, and filing for the department.

(4) Minimum Housing Code Inspector

The Minimum Housing Inspector is responsible for enforcing the minimum housing code ordinance. This involves making inspections (by complaint only), researching various data for ownership verification, inspection of property, writing-up the results of the inspections, determines what sections of the Code are in violation, prepares and sends out a courtesy letter to the property owner (with notification of findings), and meets with the affected property owner and the Chief Code Official to explain the findings of the housing inspection. Appeals are taken before the Housing Appeals Board for a final decision in such matters. This position also is involved in assisting occupants to find other suitable housing quarters where same are required to vacate substandard housing units.

(5) <u>Electrical Inspector (contract)</u>

Presently, electrical inspections are performed on a contractual basis with the Superintendent of Inspections for

close, soon that some ore proporty filted out, plans are checked,
and that permit free out paid. Thus position types up the permit,
preserves the insusption folder with all appropriate materials, and
seed that the various insusptions are property seconded and acted
up n. This position prepares all departmental records and reports
and proposes various inspectional records as required. This
position is the nearetery to the Bousing Appeals Soatd, attends
quired materials. This pushtion handles all typing, correspondence
duited materials. This position handles all typing, correspondence

Ale Maringa Departing Code Inspector

or enforcing the minimum investing code ordinance. This involves making inspections (by complete, colly), researching various data for ownership residentian, inspection of property, writing-up the casualts of the inspections, determines what sactions of the Code are in violation, prepares and sends out a courteey letter to the property cause (with matification of findings), and meats with the affected projectly uspectation of findings), and meats with the instant projectly uspection. Appeals are taken before the lowering projects about for a final decision in such matters. This position also It townly do a salating occupants to find other subsciences and thousing quarters where same are required to vacate substandard abouting units.

(abstrace) numbers (contract)

and annihilation to annihilation and the state of the continue to

Wake County. Inspections are performed before 8:30 AM and after 5:00 PM. The position works full-time with the County. Six thousand dollars (\$6,000) is budgeted for this service. All electrical inspections (approximately 15-20 inspections per week or 70 inspections per month) are handled under this arrangement. An inspection folder (with the appropriate materials) is prepared by the Code Enforcement office; the inspector arranges to pick-up the inspection folder, conducts the inspections, and returns the completed inspection forms to the Code Enforcement office. The present retainer is based on a fixed amount (\$250 per month) plus \$8.00 per hour over 15 hours. This arrangement (at the present time) apparently works satisfactorily for the Town.

c. Functions and Procedures

(1) Technical Inspections

The Chief Code Official currently performs the majority of the technical inspections (building, plumbing, and mechanical), and same are based upon the requirements as called-for in the appropriate codes. By law, municipalities in North Carolina enforce the various State required codes (Building Code, Uniform Residential Building Code, Electorical Code, Plumbing Code, and the Heating, Air Conditioning, Refrigeration and Ventilation Code). In addition to the various State codes, the code enforcement staff enforces various Town adopted codes and ordinances (minimum housing, zoning, floodway, nuisance abatement, septic tank, etc.).

The building inspection work load (man hours of inspections) has decreased over the last several years as indicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by the Chief Code Official (see Appendicated by data developed by d

-NORTH CAROLINA LEAGUE OF MUNICIPALITIES -

First the county is specially such as the county. Six thousand dollars its post to suffer sulf-time with the County. Six thousand dollars its post tangeted for this service. All electrical inspections (approximately 15-20 inspections per week to inspections per month) are handled under this attangement. As inspection folder (will the appropriate meterials) is prepared to the code this contract officer the inspectual arranges to pick-up the inspection index on the inspection, and returns the consisted inspection forms to the constitute and returns the inspection officer. The consisted inspection forms to the code this contract officer. The country area on the consistent of the present time appropriate (a bound on a fixed amount (situates month) plus time) apparently would easiefacterily for the Town.

Forumestary but and the mark

(1) Technical inspections

- the Chief code Official currently dectorms the

majority of the technical inspections (building, plumbing, and mechanical), and same are beset upon the requirements as called-for in the appropriate sames. By law, monicipalities in Morth Carolins and various first requires codes (Building Code, Uniform Residential Building Code, Slactorical Code, Plumbing Code, and the Besting, Alt Conditioning, Retrigeration and Ventilation Code). In addition to the various state codes, the code enforcement staff enforces various Your adouted codes and ordinances (minimum housing, surulage, flories various fouring, Samewhat, septic tank, etc.).

The building toaperation war load (man hours

of inspections) has oppressed over the last saveral years as indicated by data devaloped by the Chief Code Dificial (see Appendix E). As can be seen from Appendix E, the building inspection man-hours per week has decreased from approximately 32 man-hours per week in 1975, to 24 man-hours per week in 1980, a decrease of 25% (approximately). The drop in work load activity is due to general economic and pricing conditions. Other work load of the department has increased (since 1975) as a result of added responsibilities (nuisance ordinance, new zoning ordinance and the minimum housing code).

Revenues (building inspection fees and charges) received by the department produce approximately 70% of the total operating revenues required for the operation of the department. This is considered to be reasonable for Garner since many activities of the department are not recoverable through fees and charges. The current schedule of fees and charges was revised (increased) two (2) years ago. The fee schedule should be revised again within the next two (2) year period. Garner's fee schedule is generally comparable with other municipalities within the County.

(2) Permits

The permitting process and procedures is handled by the Office Assistant II. The contractor/home owner makes application for the building permit; the Chief Code Official or Zoning Enforcement Officer reviews the application and appropriate building plans (as required); when approved, the Office Assistant II calculates the amount of the fee and prepares an Advisement Notice; the permit card is typed (to be posted on property); the applicant pays the appropriate fees and charges in the Finance office; applicant is given a schedule of progress showing the in-

In all as on he sen for Appendix V. the Deliding inspection and the continues of the persons of the approximately of manchement of the continues of the continu

person as (but bling unsnection fee and charges)

received by the department oradice approximately 70% of the total operating revenues requires for the operation of the department. This is considered to be responship for Garner since many Activities of the department are not recoverable through fees and charges.

Incorrect schedule of fees and charges was revised (increased) to carrent schedule as the schedule should be revised again within the oext typ (2) year partitly darker's fee schedule is generally comparable with other menicipalities within the doubty.

(2) Beemica

led ty the Office Assistant II. The contractor/home owner makes application for the building permits the Chief Code Official or forming Entorcement Officer reviews the suplication and appropriate building place is required; when approved, the Office Assistant II calculates the amount of the See and brapaics an Advisament Rotice; the permit cord is typed (to be posted on property); the upplicant pays the appropriate Sees and charges in the Finance office; applicant to given a schedule of progress showing the in-

spections due; when the contractor calls in for the required inspections, appropriate documentation is made on the Inspection Record Card; when calls for inspections come in before 10:00 AM, they are generally performed that day, calls after 10:00 AM, are scheduled for the following day; inspections are generally made (footings, ground work, etc.) within 30 minutes after the call for the inspection. The permitting and inspection process, including the appropriate procedures, appear to be satisfactory. These procedures, however, are not documented in procedure format; same should be established in procedure format and incorporated into the Town's policies and procedures manual.

(3) Subdivision and Site Plan Review

The Chief Code Official and Zoning Enforcement Officer (as appropriate) are members of the subdivision and site plan review committees. Copies of construction and site plans are made available to this department for review and comment pertaining to conformance to the appropriate enforcement codes and ordinances. The Chief Code Official expressed concern with regard to current code provisions which give him the responsibility to approve "minor" modifications to site plans (after they have been initially approved by the Board of Aldermen). He feels this should be a shared responsibility with the Planning Administrator and Town Engineer, since the term "minor" may be interpreted differently by each of the three (3). This matter, as well as other procedural matters, which requires specific actions on the part of the review committee should be established in the Town's policies and procedures manual. All basic procedures should be documented to show the steps/phases

Here town, appropriate demonstration in Made on the Indpention

Record Card, own calls for inspections come in herors 10:00 AM.

They are year-sily recommon when any, calls arise 10:00 AM. see

Scheduled for the Callusine days inspections are generally made

From the the Callusine days inspections are generally made

from the section. The mean fact and inspection process, including

the appropriate procedure, anguar to be satisficienty. Those pro
codures, however, are not form and in procedure format, same

secure is however, are not form and in procedure format, same

the results the satisficial and incorporated into

(1) specification and sine plan Review

The White Cale Officeld and Kaning Labordement

Oliticat les appropriées de construction and site plans are plan review committees de construction and site plans are made available to this department for review and commont portaining to conformance to the quarginess enlorgement notes and ordinances.

The Chief code notional sequiesed concern with regard to current code provisions enlongement bis the the rangementality to express fainer notifications to site mints little they have been initially approved by the means of Nimerosal. He feels this about he a shared ground by the means of Nimerosal. He feels this about he a shared appoint the test with move for the test "enter "and of Nimerosal" and the site of the test "enter "and or "and the sections of the part of the feet matters.

The three late means and the final actions of the part of the faview committee and the sets and procedures menual.

All besit percedures measures and round and procedures menual.

in the review process, the actions required and the responsible official or agency.

(4) Minimum Housing Code Program

The Town adopted a minimum housing code ordinance in the early part of 1980. Subsequently, the Minimum Housing Inspector conducted a "windshield survey" to determine the condition of all housing units within the Town. The survey indicated that of the total number of Town housing units (3227), 2748 units (85%) were standard, 414 units were deteriorating (13%), and 65 units were delapidated (2%). The survey was completed in April of 1980.

The present inspection program is based upon complaints only, i.e., a complaint must be received before an inspection is made. The basic procedures involved in the inspection process were presented under staffing duties of the Minimum Housing Inspector. Approximately, 30 cases (inspections indicating substandard conditions) were made from May through October, or five (5) cases (inspections) per month. One-half of the cases (15) were appealed to the Housing Appeals Board. Based upon the present practice it would take approximately 8 years (assuming complaints were made on all structures) to inspect the above mentioned number of structures which were classified as either deteriorating (414) or delapidated (65) structures. This gives a total of 479 units needing repairs (479 units \div 60 per year = 7.98 years). At the current inspection rate, the program will never be an effective program. The present workload (utilizing the existing inspector) could be increased from 5 per month (based upon complaints) to at least 25 inspections per month, or 300 per year, based upon a

THE SERVICE PROMESS. The actions evapored and the responsible

(1) Printwis Housing troda Products

thre show parameted a minimum nous and room and -

name in the saily pair of 1860, Subsequently, the Albiman Hodelog pages of the condition of the condition of the condition within the Third arrivey indicated that of the condition of the condit

complete only, ties, a complete our cacetyed before an inspection to made. The hoste procedures involved in the inspectation in the inspect. It is proceed and a staffing duties of the Minimum dousing inspection. Approximately, if passed (inspections instituted as a staffing duties of the Minimum anti-leaders quantities) on a made from May through Orighes, or five anti-leaders quantities, one-mails of the cases (15) were appeared to the Commission month. One-mails of the cases (15) were prouted to the Commission of the Complete complete the complete complete the complete complete the complete complete complete complete complete control of the cases of the cases

positive inspection program.

The Chief Code Official indicated that the Town envisions the performance of a more aggressive minimum housing code program, similar to the above recommendations, within the next three (3) years.

(5) Zoning Administration and Enforcement

The Town's zoning administration and enforcement program is a two-fold program (as indicated earlier); zoning enforcement deals primarily with handling complaints (mostly nuisance abatement complaints), and preventative enforcement (monitoring Town areas for zoning violations). Complaints and violations are followed-up to determine that same are corrected or appropriate legal action is taken. Approximately 75% of nuisance abatement complaints are settled without resorting to legal action. Generally, four (4) inspections are required where the nuisance is satisfied by the use of a private contractor and the subsequent attachment of a lein on the property. Nuisance complaints are heavier during the summer months. Each case requires extensive paper documentation and the maintenance of complete case files.

Zoning Administration involves providing staff and administrative assistance to the Board of Adjustment; taking appeals, data collection (as appropriate), preparation of recommendations, explaining recommendations to the Board, and follow-up as required. The Board of Adjustment considers variances, special use permits and interpretations.

medicing and account guidland

The Cole of Paris Load Cole that the

Town environs the performings of a sure equipment within the next code protesses, which the next

(5) Nonth American and Salarement

The fown's boston abundance and unforce-

process in setting the process (as indicated service), soming the process of the

Page anthropy seviewal mutawatalaimba goving

polar transported to the first of the formal bearing teaching appeals, granted on Adjustment of reconsequence of reconsequence of the polar data and follow-up mendations; explained teaching teachment to the posts, and follow-up as required. The posts of Adjustment considers variances, special

d. Board of Adjustment

(1) Composition and Terms, Meetings

The Board of Adjustment consists of five (5) members (and 5 alternate members) appointed by the Town Board; three (3) members must reside within the Town and two (2) members reside within the extraterritorial jurisdiction of the Town.

Members serve three (3) year (staggered) terms. Meetings are scheduled monthly when there is a case to be heard.

(2) Purpose

The purpose of the Board of Adjustment is to hear requests for special use permits, variances, and interpretations. Special use permits constitute the major workload activity of the Board. This involves requests to make certain uses permissible in zoning areas which presently does not permit such uses (mobile homes, service stations, etc.). Variance requests usually involve set-back problems arising where the builder has improperly placed the structure. Interpretations involve the review of the orders of the Chief Code Official. The workload for variances and interpretations are extremely low (2 variance requests in the last two (2) years, three (3) interpretations in the last two (2) years). Special use requests will average from one (1) to three (3) per month. Decisions of the Board of Adjustment are final (can be appealed to Court of Appeals).

(3) Procedure

In order to be heard before the Board of Adjustment, an application must be made to the Code Enforcement Department (prior to the first of the month in order to be heard

American Mark Torribation

Spirit States and Towns, March 1995

the court of adjustment courtees of five (5)

nembers (3) pembers may conside within the Year and the Torm Board;

The series of the construction of the Torm.

Annex earth three of the construction of the Torm.

Member earth three of the construction of the Torm.

cenedated monthly when them a dear to be freath

The curross of the Board of Adjustment is to

The request of special was permits, variances, and interpretathese appears we dermits an appear work or work or activity
of the more. This involves requests to make certain mess permits
ands in suming aross which presently done not permit such uses
(mobile homes, associate qualities, etc.). Variance requests yously
involve set-Mack problem arising where the builter has improperly
allowed the victoriors. Interpretations involve the ratios of the
cross of the victoriors are patracely tow (a variance requests in the last
interpretations are patracel, low (a variance requests in the last
two (2) years, three (3) interpretations in the last two (2) years
forced you requests will average from one (1) to three (1) per
anoth. Deciding of the flowed of Adjustment are first (as) be

13) Proceeding

In culer to be heard before the board of

distribut, an application must be made to the Code Enforcement Department (prior to the filter of the conth to order to be heard that month). The Zoning Enforcement Officer serves as the primary staff person to the Board and provides the necessary data and information (including recommendations where appropriate) for the Board to consider. Presently, the Planning Board is involved in site plan approval for special use permits. This is confusing and awkward to the public and administratively, scheduling is more difficult when two (2) boards are involved. The planning and code enforcement staff are currently proposing that the Board of Adjustment be the approving authority for site plans involving special use permits. The Planning Board could be asked to review the site plan, however, it would not be required to do so. This would shorten and simplify the procedure for approving special use permits. It is recommended that this proposal by the staff be favorably acted upon.

e. Housing Appeals Board

(1) Composition, Terms, Meetings

The Housing Appeals Board consists of five (5) members and five (5) alternate members. Members serve three (3) year staggered terms; meetings are scheduled monthly when there is a case (appeal) to be heard.

(2) Purpose

The purpose of the Housing Appeals Board is to hear appeals of the decisions (orders) of the Chief Code Official as related to the enforcement of the minimum housing code ordinance.

(3) Procedure

The property owner has the perogative of appealing the decision of the Chief Code Official to the Housing Appeals

List person to the Sour and movides the necessary data and inthere person to the Sour and movides the necessary data and inconstitut including assemble local price appropriate for the
min to consider, from the Simple Board in involved in
min the engineers for approval to approval and permits. This is confusing and
malved ou the public and contiletratively, scheduling is more
fifther when two (2) boards are involved. The planning and code
fifther when two (3) boards are involved. The planning and code
contine the approving unchristey for site plans involving special
man permits. The Simpley does not be asked to review the site
fion, however, it would not be inquired to do so. This would short
from and simplify the glanning for approving special as permits. It

forced a tree and the said

aprilably terral marriages (i)

vice Househor hyperies Board consists of Five (5)

Perioded and Time (3) althurnate wembers. Members markely when there (3)

of Purces of the Rouging Appeals noited in to

ness appeals of the deciment (orders) of the united code official

Trades to aviaconad our cas serve of appeal

transparent of the control of the or the housing appears

Board. A hearing date is set; the Housing Appeals Board hears both the property owner and Chief Code Official; and the Housing Appeals Board renders a decision. This decision may be appealed to the Superior Court within 30 days.

It is recommended that the Town Board consider abolishing the Housing Appeals Board and relegating this workload activity to the Board of Adjustment. The Board of Adjustment presently hears appeals from the interpretations (orders) of the Zoning Enforcement Officer. This would place all appeals within the jurisdiction of one (1) board. This action would add some additional workload (1-3 appeals cases per month) to the Board of Adjustment, however, it would reduce the need for one (1) citizen board.

f. Staffing Needs

Present staffing appears adequate to handle current workload requirements. When inspectional workload increases (building, plumbing and mechanical) to the point where an additional inspector is necessary, the Town should consider the employment of a combination inspector that can perform in a multi-purpose role (building, plumbing and mechanical inspections or some combination of same). While State certification requirements are high in this regard, it would appear to be beneficial to the Town to look for a more qualified individual and pay the difference in price. Otherwise, a part-time arrangement may be necessary, since full-time positions in each technical specialty can not be justified (based upon workload) in the near future. A combination inspector would allow the Chief Code Official to spend more time (inhouse) for im-

BOOK the property competent that the Housing Appeals Books hears books the Books of the State of

is is recommed at that town most consider

aboutening the Montan Appeals Neard and relegation this workload activity to the Monta of Companies. The House of Adjastment presently bears at product from the interpresenting (orders) of the Koning Enforcement Lifting. This would place all appeals within the just edicates of the 11 course. This would place all appeals within additional workload (1-3 orders cases per Month) to the Gamed of additional workload (1-3 orders cases per Month) to the Gamed of additional workload (1-3 orders cases per Month) to the Gamed of additional bowers; it would reduct the need this one (1) others

Chart priliber

Lament staffing appears evenuers to handle current

Morkload required use them inspectional workload increases

(! wilding, wissured and mechanics!) on the point where an additionat inspectant is necessary, the town whould consider the employment
of a combinering despector that can nection is a multi-purpose role
building, wissure and mechanical inspections of some combination
of same). While it is constituted in sequirements are bigh in this
regard, it would appear in the beneficial to the York to look for a
more qualified institutes; and may him difference in prices otheryear a part-time accompany or may he difference in prices otherpositions in each cechnical specialty dan not be justified (mead
positions in each cechnical specialty dan not be justified (mead
upon workload) in the meat furner. A combination imprector would
allow the Code officials of apend more time (inhouse) for in-

proved supervision and coordination of functions. The current practice of using the Chief Code Official in a major field inspection role, is not an ideal arrangement.

4. Library Baord of Trustees

The present code provisions (Chapter 8) which created the Library Board of Trustees are based upon a Town ordinance adopted in 1969. This ordinance provides that the Library Board of Trustees shall be an operational board with authority to hire a chief librarian, fix compensation for same and other operational responsibilities. The 1969 ordinance is outdated (in many aspects) at the present time and does not conform to current State laws. The present library board is an advisory board with the purpose of advising the Town Board on library matters and concerns. The Town Attorney has recently prepared a revised ordinance to correct the current discrepancies. In light of the Town Attorney's recommendations (which appear to be very sound), no additional comments will be presented.

5. Parks and Recreation Committee

The present code authority for the Parks and Recreation Committee is contained in Section 12-41 of the Town Code. Current code provisions are based upon a 1968 Town ordinance which created the committee. The present code generally establishes the Parks and Recreation Committee to be an advisory committee, however, Section 12-47, paragraph (3), refers to the committee assuming specific duties for park and recreation purposes. While such duties specified are generally of a "recommending" nature, subparagraph (2) should be revised to delete the implication that funds may be

newest supervision and morelination of functions. The carrent coartest of using the Chief Code Official in a major field theory that coler to a coler to do ident accompanies.

The present code provisions (Chapter N) which dreated the Library Board of Trustness and Dased upon a Town ordinance of printed in 1985. This owd manue provides that was library Board of Interest and in 1985. This owd manue provides that was library Board of Interest and Interest and Doard with antihority to hire ordered in any aspects of the present time in the 1985 antihoris to outcome (in many aspects) at the present time and access and conform to current time laws. The present library board was advisory board with the Town that the present of the same and the correct the current size for the Town that the present of the Town that the present of the Town that the present of the Town that the Town that the the town Attorney's recommendance of the Town Attorney's recommendance (which agreem on the wary sound), no additional comments will

Pares and waterstan committee

The present culo authorsty for the Parks and hearestion conclused is contained to Sential 12-11 of the Town Pote. Current code of culotians as the code of culotians which freeted the committees. The present code canecally established the Parks and Recreation Committee to be an advisory committee, however, and Recreation Committee to be an advisory committee assuming section 12-17, purposed to be an advisory committee assuming sheatfic detter for pack and committee assuming sheatfic detter for pack and committee assuming sheatfic detter for pack and committee assuming sheatfied are generally of a taccordending nature, subpersonably the spould be revised to delete the implication that funds may be

allocated to the committee. Other than the above recommendation, the present powers and duties provisions appear to be adequate.

a. Composition, Terms, Meetings

members (seven (7) citizen members and one (1) Town Board member); one (1) chairman, one (1) vice chairman, five (5) citizen members and one (1) member of the Town Board. Members are appointed for three (3) year staggered terms. Regular meetings of the committee are held the fourth (4th) Monday night of each month; special called meetings and meetings with the Board of Aldermen are held as required. The Parks and Recreation Director prepares an agenda for the meetings (in consultation with the Chairman of the committee) and submits same to each committee member. The Parks and Recreation Director serves as the principle staff person to the committee. Section 12-49 of the Town Code states that the committee shall act as an advisory committee to the director of parks and recreation.

b. Powers and Duties

- "(a) The committee shall serve as the advisory body for the department of parks and recreation and the town.
- (b) The committee shall suggest policies to the department, the manager and the board of aldermen within its powers and responsibilities as stated in this charter.
- (c) The committee shall serve as a liaison between the department, the manager, the board of aldermen and citizens of the community.
- (d) The committee shall consult with an advise the department, the manager and the board of aldermen in matters affecting parks and recreation policies, program, personnel, finances and the acquisition and disposal of lands and properties related to the total

of The complete whall consult with an advite the board vise the depth of the board of the board of the board of the board of the consult of the and the acquisition and disposal of immide and properties related to the total

community recreation program, and to its long-range, projected program for recreation.

- (e) The committee shall assume duties for parks and recreation purposes as follows:
 - (1) Make recommendations for the establishment of a system of supervised parks and recreation for the town;
 - (2) Set apart for use as parks, playgrounds, recreation centers, water areas or other recreation areas and structures any lands or buildings owned by or leased to the town, and for approval by the town's authorized body, and may suggest improvements of such lands and for the construction and for the equipping and staffing of such buildings and structures as may be necessary to the parks and recreation program within those funds allocated to the committee or the department;
 - (3) Advise in the acquisition of lands and structures through gift, purchase, lease or loan, or by condemnation by the town as provided by Chapter 40, Eminent Domain, of the General Statutes of North Carolina and as approved by the board of aldermen;
 - (4) Advise in the construction, equipping, operation and maintenance of parks, playgrounds, recreation centers and all buildings and structures necessary or useful to parks and recreation functions, and will advise in regard to other parks and recreation facilities which are owned or controlled by the town or leased or loaned to the town. (Ord. No. 1173, Art. II, & VI, 3-19-68).

The role of the Parks and Recreation Committee under the Council/Manager form of government should clearly be advisory.

The Town Manager should be solely responsible to the Town Board for the proper functioning and operation of the department. The

community representation programs and to 12s

tot saltob emunas alata estalmose ed follows

rdelse eds to morratammentes exec (fi

Internet the use as parks, plays of grands, regressed on access and access of arber reception access and access to the country of artifacts of the country of access to the country and access to the construction and for the construction and for the construction and states are the country of the decrease that can be parker and recrease the process that allowers are the decrease that can be communicated and recrease that of the dommunication of the dommunica

trans of in the sequisition of ithme and street to the search of the sea

edul 10 vas constitución equippingon en value and maintenance of paras, ell principion content and ell principion content and ell advise in remaid to ell advise in content conventant and ell advise in remaid to viet bare and encreation ficulials of the content of th

the role of the tarry and increditon Committees under

the Council/Hanager form of Government should clearly be advisor.
The News Manager about the salety responsible to the Yews Board for the proper functioning and exeration of the department. The

departmental director is responsible to the Town Manager. Most municipalities, however, utilize a recreation committee to advise the department, manager, and governing body on all recreation matters. The advisory role of the committee should be of an operational and planning nature, i.e., the committee should have the perogative to advise the Town in long-range recreational matters as well as current operational matters. The recommendations of the committee should generally flow from the director of the department to the Town Manager, to the Town Board. It should be the responsibility of the department director to keep the manager informed as to the recommendations of the committee and the manager would so inform the Town Board. The committee, however, may request (at its discretion) special meetings with the Town Board to discuss matters of its own choosing.

In minimized director is companied to the from Nameger. Next consequently the semicipalities, however, until to a semisation communities to advise the semisation whenter the semisation of the committee should be of an operational and primalism natural semistres should have the peropetive to states the Town in Long-same respectional matters as well as everyone specialisms builties. The recommendations of the department of the semisation of the department of the form nameger, to the form shall all control of the semisations of the semisation of the semisations of the semisation of the semisations of the semisation of the semisation.

Part II

Recommendations For Improvements

A. Introduction

This section presents various recommendations for improvement as discussed in Part I of this Work Element and in the <u>Overall</u>

Organization and Structure Work Element. Structural and operational recommendations will both be presented, as follows:

1. Structural Recommendations

a. Combine Community Development Functions

It is highly recommended that all community development functions (planning, engineering and code enforcement as described herein) be integrated into one (1) functional department.

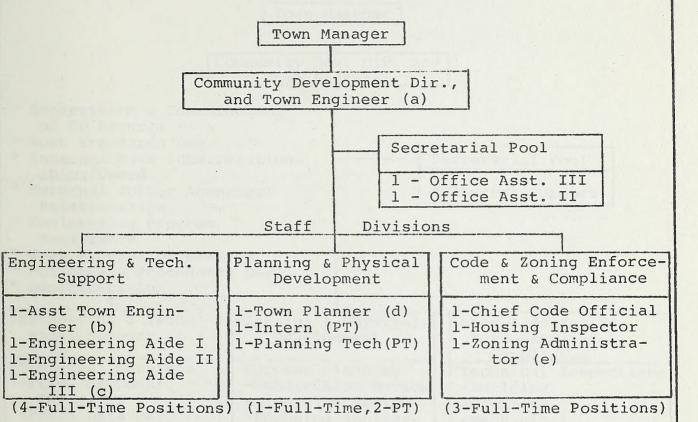
The proposed staffing organizational structure is presented in Figure 9. The proposed functional organization is presented in Figure 10.

Under the above structure, the present Town Engineer would be classified as Community Development Director and Town Engineer. This position would become the director for the combined communicy development department. Figure 10, Proposed Organizational Structure (Functional Chart), shows the primary responsibilities of the director's position. These are presented, as follows:

- Supervision and Coordination Supervising, directing, and coordinating the work functions of the department. The purpose here is to develop an overall viable and cohensive pattern of physical development and control services.
- Ower Standards Development This task relates

Figure 9

Proposed Organizational Structure Community Development Department Staffing Chart



Grand Total - 11 Full-Time Positions, 2 Part-Time

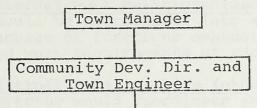
Staffing Changes Proposed:

- (a) Reclassification and Salary Upgrade (from Town Engineer Salary Grade 23 to Com. Dev. Dir. and Town Eng., Salary Grade 25)
- (b) Salary Grade 19 (new position)
- (c) Salary Grade 13 (new position)
- (d) Reclassification and Salary Upgrade (from Plng. Adm., Salary Grade 18 to Town Planner, Salary Grade 19)
- (e) Reclassification and Salary Upgrade (from Zoning Enforcement Officer, Salary Grade 13, to Zoning Administrator, Salary Grade 14)

Staffing Change Summary - 2 new full-time positions, 3 reclassifications and salary upgrade.

Figure 10

Proposed Organizational Structure Community Development Department Functional Chart



- Supervision & Coordination of CD Program
- ° Work Standards Dev.
- Internal Work Interrelationships/Coord.
- ° External (Other Agencies) Relationships
- ° Engineering Program Assistance
- ° Work Program Objectives
- ° Policies & Procedures Dev.
- ° Administration

Engineering & Technical Support

°Technical Services

- -Prep. of Const. Estimates
- -Field Data Dev.
- -Design
- -Const. Inspection
- °Coordination of Consultants & Contract
- °Contract Adm.
- °Subdivision/Site Plan Review

Planning & Physical Development

°Current Planning

- -Subdivision Review
- -Site Plan Review
- -Rezoning Applications
- -Special Projects
- °Long Range Planning °Grants Prep. (as
 - required)
- °Citizen Info. and Service Requests

Secretarial Pool

°Clerical Support

Code & Zoning Enforcement and Compliance

- °Technical Inspections
 - -Building
 - -Plumbing
- -Mechanical
- -Electrical
- -Other
- °Permits Adm.
- °Minimum Housing Program
- °Zoning Enforcement & Administration

Note:

The Town Planner would continue to serve as the principal staff person to the Planning Board; and the Zoning Administrator would continue to provide the principal assistance to the Board of Adjust-The Town Planner and Zoning Administrator should continue the close coordination required to service citizen requests for information and service.

NORTH CAROLINA LEAGUE OF MUNICIPALITIES

to the development of coordinated work routines and standards between all functions of the department. Each work function should relate to the other.

- Internal Work Relationships Each work element should be coordinated into an overall unified package of functions emphasizing the coordination and work requirements of each.
- External Relationships (other agencies) The director would coordinate the work routines of other agencies and departments to blend into the overall functions and operations of this department. The director would establish proper (appropriate) relationships required.
- Engineering Program Assistance The director should be able to spend approximately 1/3 of his time in overall coordination and direction functions, 1/3 toward external relationships and 1/3 toward the provision of specific engineering work and assistance.
- Operation and work program objectives Operation and work program objectives should be established for all work components.
- Olicies and Procedures Policies and procedures should be developed for all appropriate areas of the department, emphasizing an overall coordinated work framework.
- Administration Routine administrative functions and relationships, i.e., the provision of clerical support requirements for all work elements, reporting requirements, integrated filing systems, and other administrative requirements.

The functions of each of the operating divisions are reviewed and critiqued herein.

b. Operational Recommendations

- (1) <u>Development of Policies and Procedures As</u> recommended herein (for all 3 functions)
- (2) Subdivision Review and Approval Changes As recommended herein
- (3) <u>Site Plan Review and Approval Changes</u> As recommended herein

- (4) Long Range Planning See recommendations as presented herein
- (5) Expanded Role of Planning Board As recommended herein, including revision of code language to conform to current practices.
- (6) Continuation of the Use of Consultants For Specialized Purposes As recommended herein
- (7) Preparation and Use of a Project Control Board
 As recommended herein
- (8) Modification of Existing Minimum Housing Code
 Program As recommended herein
- (9) Modification of Special Use Permit Procedure
 to Permit Site Plan Approval by Board of Adjustment As recommended herein
- (10) To Consider the Abolishment of the Present
 Housing Appeals Board and Allocation Of Housing
 Appeals to the Board of Adjustment As recommended herein
- (11) <u>Library Board of Trustees</u> See recommendations as presented herein
- (12) Parks and Recreation Committee See recommendations as presented herein

c. Staffing Changes

(1) New Positions and Reclassifications - As recommended herein

SUBDIVISION APPLICATIONS

About Subdivisions

We strongly urge anyone considering selling a piece of a lot to talk with the Planning Administrator before so doing. There is frequently a minunderstanding on the part of the general public as to what a subdivision is and when subdivision approval is required. If you are dividing one piece of land into two or more lots, you are subdividing: subdivision regulations do not apply to just the several-lot residential developments. State law, and the Garner Subdivision Regulations, define a subdivision as:

"A 'subdivision' shall include all divisions of a tract or parcel of land into two or more lots, building sites, or other divisions for the purpose, whether immediate or future, of sale or building development, and shall include all divisions of land involving the dedication of a new street or a change in an existing street..." There are four exceptions to this, which follow:

"The following shall not be included within this definition nor be subject to the regulations prescribed hereinafter:

- 1) The combination or recombination of portions of previously subdivided and recorded lots where the total number of lots is not increased and the resultant lots are equal to or exceed the standards of the town as required by this ordinance:
- 2) The division of land into parcels greater than five acres where no street right-of-way dedication is involved;
- 3) The public acquisition by purchase of strips of land for the widening or opening of streets;
- 4) The division of a tract of land in single ownership whose entire area is no greater than two acres into not more than three lots, where no street right-of-way dedication is involved, and where the resultant lots are equal to or exceed the standards of the town, as required by this ordinance."

If your proposed division meets one of these four exceptions, it does not have to go through the entire subdivision process. Instead, it can be reviewed and signed in our office prior to recording. Please allow us two days to review your map.

Preliminary and Final Subdivision Approvals

There are two categories of subdivision approval. Preliminary plat approval, as recommended by the Planning Board and granted by the Board of Aldermen, comes after review by staff members from almost every department, and allows the developer to proceed with the construction of improvements as required. The preliminary plat covers the entire area

SHICLDER FOR GOLSTANDERS

no Jol A to edela a parties annebismo emake entra pienetto en el etadi contos de variant apartecimbra parincela entra Him disza fillun la mana esta la traca una con la maneralmonta e vilneupent berinpen al lavorque entra biblio a maneralmonta por entra del con esta sun de viene de comprenda en la maneralmonta particolar entra del entra sun de viene de comprenda con contrata particolar entra del entra del contrata de comprenda con contrata particolar entra del contrata de co

To make the second state of the second state of the second second second second of the second of the second second of the second second

The following and a few wasterness and the state of the second of

The contract of the total of th

The war low of a react of land in lands own 1900 who was the country of the war dear of the many dear of the country of the country dear of t

To the contract of the contract one of these four races of the contract of the

Mayieros militytham but had wenterfall

There are two cateronics of supdivision amproved. Preliminary
lat approved, as recovered to the Miniming Sound and granted by
the Board of Alderman, composition review by staff members from almost
every department, and allows the daughtoner to proceed with the construction
of improvements as resolved. The certainsity that suvers the policy area

-2-

January 11, 1980

to be divided and/or developed. It is during the preliminary review process that initial questions on provision of recreation, storm drainage, lot platting, street alignment, utility extensions, and other concerns are answered. The final plat is to substantially conform with the approved preliminary, so what is approved at the preliminary plat stage will be very similar to what is actually built. Preliminary plat approval is valid for twelve months, and is extendable by the Planning Board if the request is made prior to the expiration date.

Final plat approval cannot be granted unless there is a valid, approved preliminary plat. The approved final plat must be recorded with the Register of Deeds prior to sale or transfer of any of the affected property. The final plat shall constitute only that portion of the preliminary plat which the subdivider proposes to record and develop at this time.

The mapping requirements and review process are detailed in the Garner Subdivision Ordinance, which follows the state statutes and the manuals of practice.

Application Materials

Preliminary:

Application form: to be completed and signed by applicant (owner). Surveyor should use second page of application as checklist in preparing the preliminary plat map and should initial each item.

Maps: to be prepared by registered with registration seal. Four copies showing all the information as required by Section XI 3.2 of the Subdivision Ordinance are to be submitted.

Filing Fee: \$25.00 if a two-lot division; \$35.00 if 3 or more lots.

Final:

Application form: to be completed and signed by applicant (owner).

Maps: Four copies, showing all information required by Section XI 4.2 of the Subdivision Ordinance, prepared by with his/her seal; Original of map.

Filing Fee: \$2.00 per lot.

NOTE: A bond sufficient to cover 125% of all improvements not completed at the time of approval must be posted prior to signing of final plat map by Town officials.

If the proposed division meets the exception criteria, the original of the map should be brought in for review. This review is primarily to insure that the map is accurate and adequate to accomplish its intention, that the division does indeed fall into the exceptions, and that the lots are equal to or exceed Town standards. We will not sign the map until there has been adequate review; do not expect to get it signed while you wait. Please allow two days for our review.

Review Process

- Receipt for fees written, maps logged in, case file set up.
 Maps distributed: one to Town Engineer, one to Planning
 Administrator.
 Staff Review Committee meeting set up if necessary.
 Letter advising of process and acknowledging receipt of materials is sent.
- 2. Review by Staff: The staff checks to insure the adequacy of the map, and advises the applicant of deficiencies and recommendations. Beyond the minimum mapping requirements, the staff reviews the plat for lot layout, adequacy of storm drainage, street system, utility servicing and extensions, recreation provisions, grading plans, floodway problems, etc.
- 3. Review by Planning Board and Board of Aldermen: The Planning Board reviews preliminary plats only. The Board receives our recommendations, and hears a summary of staff review comments from the Planning Administrator. The Board can recommend approval, conditional approval or disapproval.

If the preliminary is on 25 lots or more, Parks and Recreation Committee review and recommendations is also required. The Committee recommends whether to accept land, (and which land), or a fee in lieu of land dedication.

The Board of Aldermen reviews both preliminary and final plats, and receives a copy of the staff recommendations. The Board can approve, conditionally approve or disapprove any plat. The Board's decision on whether to accept land or a fee for recreation is final and conclusive. (See Section XIII of Subdivision Ordinance for Recreation provisions.) The preliminary plat approval is the go-ahead for construction of improvements and is valid for 12 months. The final plat approval will allow sales of property to start. No final plat can be approved until all improvements are in, or bond to cover 125% of the cost of unfinished improvements is posted.

| APPLICA | TUI | 1 FUR 501 | ROTAT2 | ION APPROVI | 1L |
|---------|-----|-----------|--------|-------------|----|
| TOWN | OF | GARNER, | NORTH | CAROLINA | |

| App1 | ication Nu | umbe | er | | |
|------|------------|------|------|--|--|
| Date | received | by | Town | | |

IMPORTANT INFORMATION:

- 1. All subdivision applicants are advised to obtain a copy of the Subdivision Regulations, to proceed carefully in accordance with the required procedures and to comply fully with all regulations.
- Required copies (6) of the preliminary plat must be submitted to the Planning Director at least 21 days before initial consideration by the Planning Board.
- Preliminary plat approval will be followed by construction drawing approval to obtain a construction permit. Final plat approval will necessitate acceptance of facilities for maintenance by the Town; extension of any municipal services; and issuance of permits.
- 4. Proposed subdivisions must include platting and dedication of thoroughfares shown on official, adopted Town plans.

| TYPE OR PRINT ALL REQUESTED INFORMATION | |
|---|-------------------------------------|
| I. General Information: | |
| Subdivision name | |
| | |
| Owner/developer | |
| Address | |
| Engineer/surveyor/planner | |
| Address | |
| Provide following information here AND or | |
| Total acreage in tract | Total acreage in streets |
| Total number of lots | Lineal feet in streets |
| Average size of lots | Acreage for recreation, parks |
| Acreage of smallest lot | Zoning classification |
| Names of adjoining subdivisions | Court of New Copyright Service Con- |
|) | |
| Names of adjoining property owners | |
| | |
| | 105 |

| Page | 2 | Subdi | vision | App1 | lication | No. |
|------|---|-------|--------|------|----------|-----|
|------|---|-------|--------|------|----------|-----|

II. Checklist of preliminary plat requirements. Applicant or preparer of plat should initial each item to indicate that the required datum has been included as part of the plat/application being submitted. Indicate "N/A" if not applicable or not existing.

| General | Other features and information |
|---|---|
| Title of plat Date North point Graphic scale Names of owners Name of engineer, surveyor, planner 1" = 200' or larger Map at least 14" x 21" Four copies of plat Sketch vicinity map Copy of deed covenants or restrictions Acreage in total tract Acreage for recreation, other land use Total number of lots Lineal feet in streets Acreage in streets | Boundary line of tract, with all bearings and distances shown Wooded areas, marshes, other peculiar natural conditions affecting the site Names of adjoining property owners and/or subdividers Zoning classification of adjoining land Proposed streets* Proposed street names Proposed right-of-ways Pavement widths Approximate grades Proposed utility layouts* Sewer and/or sewage disposal** Water connection or individual water supply |
| ocation, on land to be subdivided and immediately adjoining property of existing and platted: | Storm drainage Other proposed rights-of-way or easements Location |
| Property lines Streets Buildings Water courses Railroads Transmission lines Sewers Bridges Culverts Storm drains Water mains Public utility easements Sidewalks Town limit lines | Width Purpose Proposed lot lines Proposed lot and block numbers Lot dimensions Proposed minimum building set- back lines Contours at vertical intervals of 5 feet (smaller intervals if required by Planning Board) Profiles of streets and sewers if topography greater than 10% Proposed school sites, if any Proposed recreation areas Proposed public open space |
| | *Profiles required if topography greater |

**Where municipal sewer not available, copy of Health Department permit for

septic tank required

APPENDIX B

Page 3 of Subdivision Application No.

| V. <u>Transmittal</u> and | certification: | | |
|--|---|---|--|
| and the required fi submitted, is in acc of design. I under applicant's cost if | ling fee. I certificordance with all Stand that addition needed for study a | fy that the pre Subdivision Requ nal copies of th and review by th | the proposed subdivision maps, liminary plat, as drawn and ulations, including standards he plat must be provided at he Town, and that a per-lot is considered for approval. |
| duly authorized agenmy (our) heirs, exec | nt(s), I/we do here cutors, administrat uct at my (our) exp | eby agree and from tors, successors bense all improvements. | ty owner(s) or by my (our) irmly bind myself (ourselves), s, and assignees jointly and vements as required by the gulations". |
| Signed | 0 | | Date |
| | 0wner | | |
| Λρι | olicant (if differe | n+) | Date |
| | ndations, actions: | | |
| | ling fee of | naid | Attest |
| 7. Required 11 | Tring rec or | paru. | Attest: |
| B. Review comm | ents of Town staff, | consultants (er | ngineers, planners): |
| The section of the | Maria Mariana | | |
| | | | |
| | | | |
| | | | |
| , | | | |
| The state of the s | | | |

A DECIMAL OF A

Page s of Substitute Application No.

| Transmitted nerveits are vour completed sale of the proposed subdivision map the required filling sec. Contil that the preliminary mist, as drawn and mitted is in accombance with mil Subdivision Requisitions, included a standard section. I understand that additional copies of the plac most be provided as included to require the place of the place most be previous section for it mested for study and review by the lown, and that a persion pection for it due at the time that a load of the approval- |
|--|
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |
| |

APPENDIX B

Page 4 of Subdivision Application No. Review and recommendation of Department of Transportation district engineer: D. Ε. Recommendation(s) of Parks and Recreation Committee: Signed: Action of Planning Board: Chairman: Date: Action of Board of Aldermen:

108

Mayor:

Date:

APPENDIX B

APPLICATION FOR FINAL PLAT APPROVAL TOWN OF GARNER, NORTH CAROLINA

| Application Number |
|---|
| Date Received By Town |
| |
| IMPORTANT INFORMATION: |
| All subdivision applicants are advised to obtain a copy of the Subdivision Regulations, to proceed carefully in accordance with the required procedures and to comply fully with all regulations. |
| 2. Required copies (4) of the final plat must be submitted to the Planning Director at least 21 days before consideration of the Board of Aldermen. |
| 3. Final plat approval will necessitate acceptance of improvements, or posting of bond in lieu of; extension of any municipal services, <u>and</u> issuance of permits. |
| TYPE OR PRINT ALL REQUESTED INFORMATION: |
| SUBDIVISION NAME SECTION |
| LOCATION |
| OWNER/DEVELOPER |
| ADDRESS, PHONE |
| ENGINEER/SURVEYOR |
| ADDRESS, PHONE |
| TOTAL ACREAGE TOTAL NO. LOTS LINEAL FT. IN STREETS |
| Signed Date |
| Applicant |
| Address |
| Owner (If Different) |
| Address |

R XTRESULE

PROPERTY OF CASES FLAT AND PROPERTY AND PROP

APPENDIX C

SITE PLAN APPLICATIONS

About Site Plans

Site plan approval is needed for all new construction except for one or two family dwellings. Site plan review may be required for additions, or modifications to existing buildings, or if a different use is proposed for an existing building. Check with the Planning Administrator if there is a question.

The building and site is to be developed as per the approved plan. There is no expiration to site plan approval. If, however, a change to the approved plan is desired, re-review by the Board of Aldermen may be necessary. The Building Inspector determines whether proposed minor changes will necessitate Board re-review, and is to be guided in this determination by common sense and the criteria specified in Section 9.3.E of the Zoning Ordinance. If the plans and conditions as approved are not complied with, the plan becomes void, no further building permits or certificates of compliance shall be issued, and the structures shall be regarded as non-conforming uses.

Site plan applications are submitted to the Planning Administrator. The process takes, from the submission date, a minimum of 4 weeks, and is comprised of the following major steps:

- Application submission (no later than 21 days prior to Planning Board Meeting)
- Staff review, review comments forwarded to applicant, revision of maps by applicant, staff review of revised maps
- Planning Board recommendation (1st Wednesday after 2nd Tuesday each month)
- Board of Aldermen decision (3rd Tuesday)

The Board can approve, conditionally approve or disapprove, a site plan application. If the plan is disapproved the reasons for the Board's actions are entered into the minutes.

<u>Application Materials</u>

Application form: to be completed and signed by applicant.

Maps: to be prepared by an architect, land surveyor, landscape architect or engineer licensed to practice in the State of North Carolina. That persons seal shall be on each copy of the plan. Maps shall be drawn to a scale of l"=50' or larger and give the basic locational information, along with the following, as applicable:

- a) location, arrangement and dimensions of automobile parking space, width of aisles, width of bays and angle of parking;
- b) location, dimensions and arrangement of truck loading and unloading spaces and docks;

SHOP LADEL FOR MAJES CATTONS

About Site Plans

Site plan approval is gooded for all new construction except for one or two family dualishes. Site plan review may be required for additions, or codifications to existing smildings, or if a different use is propougal for an existing building. Ones with the Flanning soministrate or if there is a question.

The building and cite is to be developed as per the approved planlibration of expired the list of an approval. If, investing a change

of the opported of a list thing inspector determines enabler proposed

where classes will receiving to be not determines enabler proposed
in this determination by rowning seaso and the criteria specified

in faction to be of the control of the approved the criteria specified

in faction to be obtained with the plans and conditions

re approved me not committed with the plan becomes void, no further
building permits or certificates of committee shall be issued, and

the structures and is a regarded as non-conforming uses.

Sine plan applications are submitted to the Plancing Administrator The process lakes, from the submission date, a minimum of A weeks, and is comprised as the following major steps:

Acrification submission (as laker than 2) days prior to Planning Joard Westing)

Staff review, review comments forwarded to explicant, revision of ever to explicant, staff review of revised maps

Planning four & recommendation (1st reductor after 2nd Tuesday

Communication (3rd Tocciery)

The Downs win a prove, conditionally approve or disapprove, a site plan applications of the plan is disapproved the reasons for the doubt's private are entered into the minutes.

Application Materials

Aprilication forms to be completed and signed by applicant

Maps: to be presented by an architect, land surveyor, landscare architect or ongineer licensed to practice in the State of North Darol (ma. That persons seal shall be on each copy of the plantaps shall be drawn to a scale of I"=50" or larger and give the basts locational information, along with the following, as applicable:

- a) location, december and dimensions of subcombile parking:
 - b) location, dimensions and arrangement of truck loading and unloading spaces and docks;

-2-

- c) location and dimensions of streets, vehicular entrances, exits and drives;
- d) location and dimensions of pedestrian entrances, exits, walks, and walkways;
- e) general drainage system;
- f) location and materials of walls, fences and proposed signs;
- g) ground cover, topography, slopes, banks and ditches;
- the proposed location, dimensions and proposed setbacks of primary and accessory buildings an- structures;
- i) dimensions of lots, zoning of lot and adjacent property, location of easements;
- j) any additional information required by administrative and legislative officers in order to determine whether the required findings can be made.

Evidence of compliance with Sedimentation and Erosion Control Ordinance: grading permit or preliminary approvals from Wake County Department of Natural Resources (755-6838).

The Process

1. Receipt of Application

Maps logged in, case file set up; Maps distributed: one to Code Enforcement, one to Town Engineer, one to Planning Administrator; Review Meeting set; Letter sent to applicant acknowledging receipt of materials and advising of process.

2. Review by Staff

Staff checks to insure the following are indicated and complied with:

Site information (zoning, dimensions, etc.)
District regulations (set backs, etc.)
Sufficient parking, handicapped parking, loading and adequate provision for traffic circulation
Driveway regulations; location concerns
Walkways
Handicapped access to buildings
Drainage (topography is to be shown on maps)
Utility connections.

APPENDIX C

SITE PLAN APPLICATIONS

c) location and dimensions of pages

d) location and dimensions of pages

end without

f) location and minorizin of mails.

f) location and minorizin of mails.

the encineed fremelon, wheenclook and proposed setuacis of proposed setuacis of proposed setuacists of proposed setuacions.

() any adjustment intowner on required by administrative and registrative arriver in the required findings on be more.

Evidence of complete with Sedimentation and Ernelon Control Urding record of the Control of the Wake Courty September 1 for the Wake Courty Segurors (755-5830).

anni feeding of the habitant of

Ang di Crimin II. and su Epal Enforcement, one su Town Engineer dan so il annie: Administratur.

verser or it to many seems acknowledging redefint of materials and

Staff freet to sever the following any indicated and complied

Sign of the four of the design of the state of the state

Manifornized access to bufflings despend on caps)

January 11, 1980

Our review recommendations and comments are expressed to the applicant preferably by both phone and mail. A memo summarizing staff comments and recommendations is prepared for the Boards.

3. Review by Planning Board and Board of Aldermen

The Planning Board will have received a copy of the map with their agenda materials. The Planning Administrator summarizes the review comments. The Board can recommend approval, conditional approval or disapproved of the plan.

The Board of Aldermen receive a copy of the staff review comments and the Planning Board's recommendations, and can approve, conditionally approve or deny the application.

NO STREET, STREET

Mei of visuali

Our review processed from the comments are described to the applicant preferably of the property of the applicant processed to the applicant preferably of the processed to the

Maylow in Manning Board and Suind of Ardenbern

the Planetag Scarc will have received a copy of the map with their advanced and materials of the map with their advanced and the found can recommend and the found can recommend and used, conditional angrous or distinguished of the plane

The Branch of the Control of the Staff review Comments

and the Firmaino that recommend thous, and can approve conditionally

approve or again the publication.

APPENDIX D

REZONING APPLICATIONS

About Rezonings

We recommend that those considering filing a rezoning application talk with the Planning Administrator. All rezonings are set up for a public hearing held on the first Monday of every month. In order to meet advertisement and background information deadlines, we take applications up to the fifth working day of one month for a hearing on the first Monday of the following month.

This process takes, from the submission date, about six weeks, and is comprised of the following major steps:

- Application submission (by 5th working day of Month A)
- Advertisement and notification
- Public hearing (1st Monday of Month B)
- Planning Board recommendation (1st Medresday after 2nd Tuesday of Month B)
- Board of Aldermen decision (following Tuesday of Month B)

The Board can approve or disapprove a rezoning request. Rezoning requests on the same property can be made up to four times on any 12 month period. Formal opposition to a rezoning request in the form of a petition, as detailed in Section 12.7 of the Zoning Ordinance requires a 3/4 majority, instead of 2/3, to approve the request.

Application Materials

Application form: to be signed by applicant. Anyone can file a rezoning request on any piece of property, regardless of ownership.

Legal description: to be recorded at Register of Deeds if request approved. It details exactly and specifically the location and extent of the rezoning.

Map: preferably a survey map. It must be accurate enough that the legal description can be drawn up from it.

Filing Fee: \$60.00. This helps defray the cost of advertising the case and the staff time involved.

The Process

1. Receipt of Application

Receipt for filing fee made out; maps logged in and stamped; folder set up, Legal Notice written, advertisement dates set. Letter sent to applicant acknowledging receipt of application, setting meeting dates, and advising of process. Mailing list of property owners within 300' of rezoning site made up from tax record information. Certified letters, containing copy of legal notice, location map, and zoning categories chart, mailed to the property owners within

C PERMANENT

246YEAR LONG ARM STATES

spiranosoft Toude

talk with the visualing administration of the a reconstant and leaving and test to a talk with the with the visualing and sets up for a middle marries and on the first "downs in example and the order to meet coverstant and background internation deadlines, we take applications up to the fifth work on the day of one month for a bearing on the first tones of the following month.

Into uncourse takes, from the country and the about this weeks, and is com-

(A direct to ask entries and ad) and stimus server fund

Advert comple and artification

(California to a small got amount of the

Plannish Brand a remondation (but Wednesday offer End Tresday or South

is asnow to speak national but your as a remember a succession

The instal on source in diagraps a reconing request Rezoning request on the same property can be made up to four Cores on any 12 month partied.

Tornal onesettion in a retarring request in the form of a netition, as netalled in Section?

The section of the fourth of the contract of the same of the contract of 2/2 and the section of th

Apriliantion Subsection

Anothestine forms to be arried to applicant. Anyone can file a reformer

Legal Variation to be recorded at Register of Deeds if request soproved it decalls and extent of the recording the location and extent of the recording

Tap: provincebly a yarvey man. It wish no accurate enough that the

Filter - or SML90. This helps defrow the good of advertising the

The Process

marks at land on threaten

descint for filing for made out, maps ingred in and stamoed, folder set up, Legal matter, aritises, advertisement dates set. Letter sent to applicant action legisless of augmenting dates, and advising of process. Matiing list of property owners within 200° or resoning site made up from tax record information. Certified letters, containing copy of legal notice, location maps and soning categories chart, mailed to the property owners within

300' of rezoning site. Property is posted with sign listing hearing time and date and zoning requested.

- 2. Preliminary impact statement written up. This describes the site, the neighborhood character, existing access, utility services, land use plan compatability and notes any possible development problems or concerns.
- 3. If a protest petition is filed, it must meet the following to be valid and so force a 3/4 majority rather than a 2/3 majority vote:
 - a) must be a written petition actually bearing signatures of requisite number of property owners
 - b) must state that petition signers protest the proposed change
 - c) must be received by Town Clerk at least two work days (excluding Saturday, Sunday, legal holidays) before the date established for the hearing
 - d) must be sufficient; that is, it must be signed by owners of
 - 20% or more of area of lots included in proposed change
 - 20% or more of lots immediately adjacent either in the rear, on either side within 100'
 - 20% or more of lots directly opposite extending 100' from street frontage.
- 4. The Public Hearing is a joint hearing with the Board of Aldermen and the Planning Board, the 1st Monday of each month, held at 7:30 p.m. in the Board Meeting Room at Town Hall.

The Mayor announces the hearing and application request. The property location is defined by word and map, and the preliminary impact statement is summarized. The Mayor opens the hearing to those who wish to speak in favor of or against the application. Any member of either Board may ask questions of the staff or those speaking for or against the request. The request is then referred to the Planning Board for their recommendation at their next meeting. (A reminder of the next meeting dates is sent to the applicant.)

5. The Planning Board Meeting is regularly the 1st Wednesday after 2nd Tuesday each month. The Planning Administrator summarizes the Impact Statement and any other pertinent information and answers questions the Planning Board may have. The Planning Board recommends approval or denial of the request, stating its reasons for its recommendations. (Notification of this recommendation is sent to the applicant.)

200' es resumment atts. Provento un conted with ston linitan

- The relation of the state and design on this describes the site,

 Ind our name and the sale, constant describes described as services.
- J. If a present a selection as I less it made and the railor to be be valued by the selection and the selection as I is a sele
 - a) was the same and the action actions bearing a making of
 - shands herocore and regions from a northern Jane 91/JE Jane 14
- c) must be received an lewn close at least two work days (excluding salarons, Sunday, tending before the date established to the hearing
 - d) must be sufficient; that is, it must be single by make of
 - somethic pasegori of babusai earl to avera state to -
 - in man of the inputation will adjacent either in the real.
 - many ton antibus we estimate viscosia and to soom as the
 - A. Ins Fight Bening C. Ight hearing with the Scard of Aldermen and the Finness to a death the North of Each month, held at 18 p.m. is the Scard Cheffer Russ of Town Hell
- The Main condess the war was and the preliminary impact

 Latin to defined by word and man, and the preliminary impact

 Latin to speak in two or or of the application. Any member
 of alther local may as musicions of the staff or those speaking

 of alther local may as musicions of the staff or those speaking

 of alther local may as musicions of the staff or those speaking

 of alther local may as musicions of the staff or those speaking

 of alther local may as musicions of the staff of
- The Planning Une of Arcting is veguiarly the 1st Wednesday ofter 2nd
 Tuesday each county. The Planning Administrator spendingles the
 Impact Statement and any other northness information and answers
 questions the Planning Soard may nave. The Planning Acard recommends
 approach or dealed of the regiment, statement is sent to
 recommendations. (Motification of this recommendation is sent to

-3-

6. The Board of Aldermen meet the following Tuesday and will either approve or deny the application, stating its reasons for the decision. (Notification of this action is sent to the applicant.) If approval is given, the legal description is incorporated into the adopting ordinance and is recorded at the Courthouse, and the change is recorded on our (original) Zoning Map. These case file records are kept.

O STOWNSON

INDI LE VENNING

REZONAME APPLICATIONS

The Board of Alderder meant the Inlowing Investor and will either approve or dray the application, that imm its reasons for the decision. (Neil/Itation of this action is cent to the analycant it approved to the chart to the analycant the adopting ordinance and to recorded at the Courtness, and the charge is recorded at the Courtness, and the charge is recorded an ordinal light of the charge is recorded as the control of the court of the courtness of the charge is recorded as the control of the charge is recorded as the control of the court of th

APPENDIX D

BEFORE THE BOARD OF ALDERMEN OF

THE TOWN OF GARNER, MORTH CAROLINA

EXILIBIT A

TO PETITION TO AMEND THE OFFICIAL ZONING MAP

| | Petition No.: Date Filed: |
|-----------|---|
| TO | THE PLANNING BOARD AND THE BOARD OF ALDERMEN: |
| Off as | I/we, the undersigned, do hereby make application and petition the Board of lermen of the Town of Garner to amend the Zoning Ordinance and to change the icial Zoning Map of the Town of Garner and its Extraterritorial Jurisdiction hereinafter requested, and, in support of this application, the following uired facts are shown: (Type or Print Clearly) |
| 1. | Petitioner(s): |
| | Address: Phone: |
| | |
| | (owner, part owner, interested citizen, planning agency) |
| 2. | Description of Property Sought to be Rezoned: |
| | a. Location Description: |
| | b. Frontage: Depth: |
| | c. Wake County Tax Map Number: Tax Map Parcel(s): |
| | d. Subdivision:Block/Lot No.: |
| | e. Acreage:f. Current Use of Property: |
| | g. The property sought to be rezoned is owned by as evidenced by deed from , recorded in Book of Deeds Page, Registry of Wake County. |
| 3. | Zoning Map Amendment Being Sought: |
| | a. Present Zoning Classification of Property: |
| | |
| 4. | Attached or enclosed are two copies of a survey map of the property requested rezoned bearing the certification of a registered engineer, surveyor, or land planner as to its accuracy. (IMPORTANT: It is the Town's policy that maps of areas petitioned to be rezoned include adjacent, street, highway, and railroad rights-of-way up to their centerlines, unless there are strong planning considerations for waiving this policy. The inclusion of the adjacent half of bordering rights-of-way prevents these areas from becoming neglected islands in establishing zoning classifications.) |
| 5. | Attached or enclosed is a typed or clearly printed written legal description of the area petitioned to be rezoned, describing the area by metes and bounds. |
| Ġ. | Attached or enclosed is a copy of the Wake County Tax Map (preferably 1"=200' scale) of which this property is a part, with the property and proposed zoning clearly shown and all zoning in the vicinity shown. |
| 7. | The required filing fee of \$60.00 is attached or enclosed. |
| 8. | Name and Address of Applicant |
| | Signature of Applicant |
| | |

The property equal to a revenue of the property of the propert

Control of the Contro

at the court to relieve the setting of freeerly:

Allected or enclosed are two courses of a survey map of the property requests and bear property requests or the property request or the property of the proper

